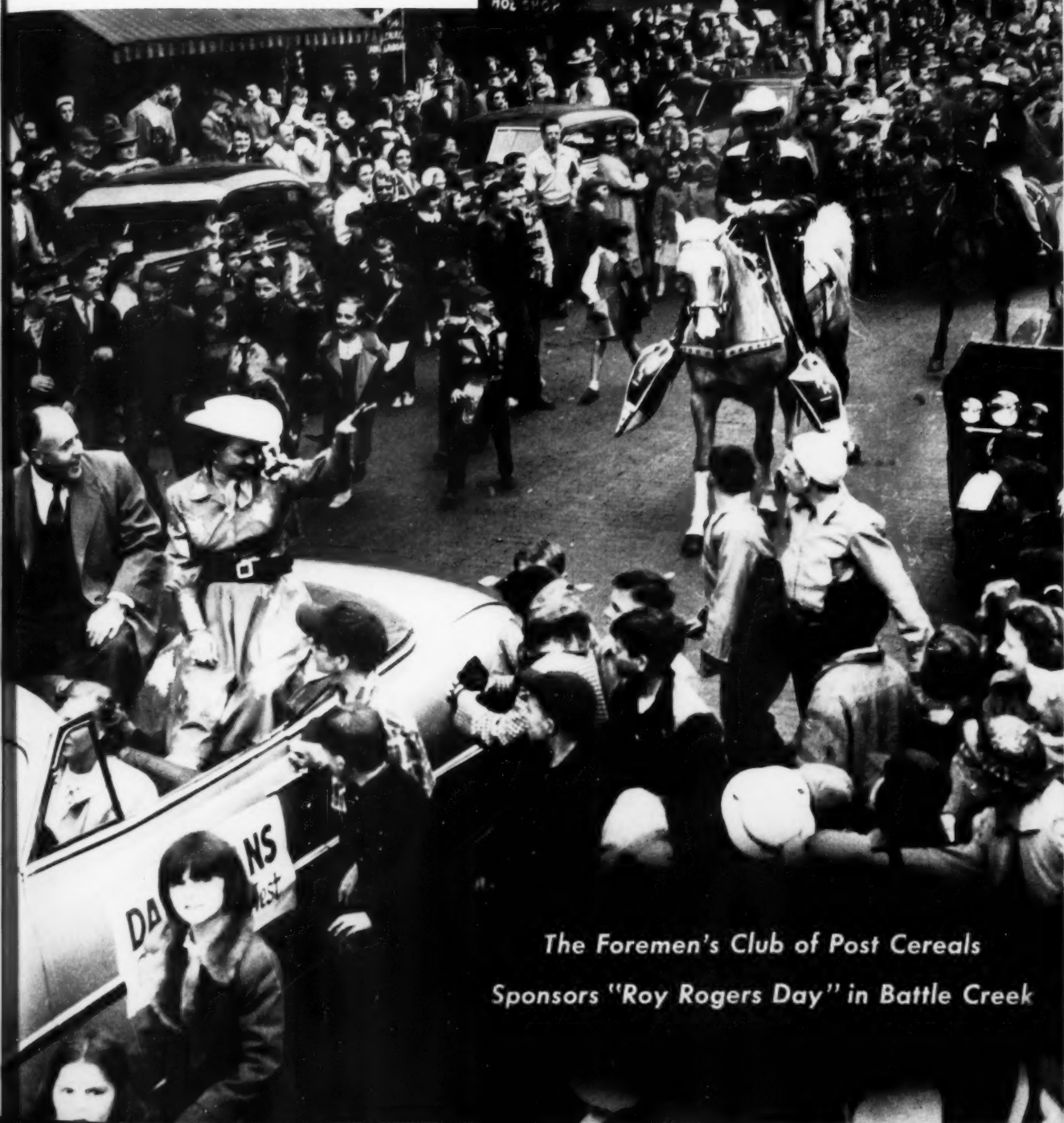


JUNE 1953

40 CENTS

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA



The Foremen's Club of Post Cereals
Sponsors "Roy Rogers Day" in Battle Creek



GM ENGINEERING

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.. PATTERNS TOMORROWS
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THEY'RE called—in engineering language—"electronically variable dynamometers." And—when this picture was taken—a transmission was being given the works under precisely the same conditions it would meet on a Pikes Peak climb, including every single hairpin turn and road grade.

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WHAT WOULD HAPPEN if all Americans suddenly decided to cooperate with all other Americans—instead of attacking, suspecting, hating? What if managers invested in new machines, workers used those machines efficiently, managers shared the income from the machines with workers in wages, with consumers in lower prices, with owners in better profits? And what if government encouraged such investment by lower taxes made possible by the same efficiency in government as the new efficiency in factories?

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ABOUT THIS ISSUE

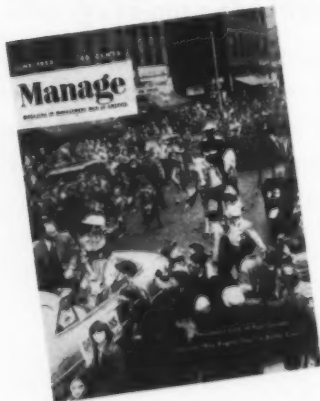
One man's gain is another man's gain! As the rich get richer, the poor get richer! Paul O. Dittmar, president of the South Suburban SafeWay Lines, Chicago, tells how this country's standard of living has risen over the years because men like Ford, Rockefeller, DuPont got rich. "One Man's Gain Is Another Man's Gain!" appears on page 6 of this issue.

Captain Eddie Rickenbacker, president and general manager of Eastern Airlines, Inc., tells us that management must lead the way to a return to the moral principles upon which this nation was built, in his article "Management's Obligation" on page 9.

"Are Suggestion Systems Being Neglected" Harry J. Ritchie, director of suggestion systems for National Biscuit Co. and author of this article, says definitely no. Mr. Ritchie brings to light some very interesting figures on this subject on page 10.

A new monthly feature, "Washington Report for Supervisors" makes its first appearance in MANAGE this month. This feature written by Harold Arbeen of the Washington Times-Herald, is an interpretation of the news from Capitol Hill as it affects you—the men and women whose securities are anchored to the management profession. See page 13.

ABOUT THE COVER



Featured on this month's cover of MANAGE is a shot of the "Roy Rogers Day" parade recently held in Battle Creek, Michigan, through the cooperation of the Foremen's Club of Post Cereals. Roy Rogers, Dale Evans, Pat Brady, Trigger, Bullet and the whole cast of 40 participated in the parade and later presented three shows for the employees and children of the Post Cereals and Carton and Container divisions of General Foods Corporation. Following Roy in the parade is Marv DeMond, a Foremen's Club member, who is also a member of the Horseback Club which had an active part in the festivities. Other club members aided as ushers for the special performances, helped direct traffic and served as guides for the parade.

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

JUNE, 1953

VOL. 5, No. 10

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Associates
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THIS ISSUE'S TOTAL CIRCULATION: 58,379

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; HAROLD B. LYDA, First Vice President; MARION KERSHNER, Secretary-Treasurer; J. E. BATHURST, Executive Vice President.

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 57,474 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street Dayton 2, Ohio.

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EDITORIALLY SPEAKING

ROLLING WITH THE PUNCH

We live in a remarkable age—television, super-sonic jet aircraft, atomic power, wonder drugs and so forth, but, mankind is still constructed the same as he was millions of years ago at the beginning of the Pliocene period. If anything, man is in worse shape now than ever before in history—too fat and soft, too addicted to liquor and tobacco stimulants. It's too easy to ride instead of walk. It's faster and easier to press a button than use the abdominal and back muscles.

What happens when you overload an electrical circuit? Sure, you blow a fuse or burn up the wiring.

What happens when ancient man (with his antique nervous system) tries to physically imitate the technological and scientific advances? You're right! He blows a fuse or burns up his nervous system "wiring."

No matter how much of a 20th century dynamo you think you are, you're no atomic-powered machine. The men working for you aren't either. Men used to be smarter than the machines they employed as helpers. Today, men are shamefully clumsy, careless and mentally unequal to the machines accepted as ordinary in most business offices.

What's the editorial point? None, except to remind you (and ourself) that it's folly to try to prove that man is physically equal to his mechanical progress.

"The good old days" mean back when man was both mentally and physically the master of his environment. He kept himself geared to the slow pace of the times. Now the pace of the times has changed, and the era is one of mechanical progress instead of man's physiological progress.

The secret of healthful, harmonious living in the new era is psychological adjustment. You have to adjust your physical resources and your mental attitude to meet the situations of this new high-speed world in which we live.

For man to struggle to surpass the mechanical is as futile as it is for him to fight to hold back progress.

A lot of popular phrases have come into existence as technology has forged ahead of physical man: "Take it easy." "Don't let it get you down." "A man can do just so much."

In this new civilization in which we live, technology seems to advance more and more rapidly. What is abreast of the times today will likely be obsolete tomorrow. No longer can the problems of today occupy much of one's time, but rather the opportunities of tomorrow offer the challenges.

At best, this phase of 20th century living is as complicated as it is satisfying. You can't enter the race to accomplish much of anything without some bruising jolts. The best mental attitude you can have is one of knowing how to "roll with the punch of your opposition," whether the "opposition" is human or mechanical, right or wrong.

Roll with the punch and go ahead. If you pause to fight back, you're lost.

"PASSING THE BUCK"

What makes members of the management profession—which is founded on the acceptance and solution of responsibilities—shirk their particular jobs of making decisions?

Lawrence Appley, president of the American Management Association, has some enlightening thoughts on the subject:

"It is quite possible that an individual who refuses to come up with a recommendation, or who cannot, lacks the maturity required for acceptance of responsibility. He probably lacks confidence in himself and his own judgment and is unwilling to 'stick his neck out.' If so, this should be noted and every attempt made to correct the situation. If it cannot be corrected, we should recognize that we have a liability on the team. Maturity is an essential ingredient in management competency.

"There is nothing funny, therefore, about asking subordinates for solutions and not problems. The executive who encourages his men to bring him answers instead of questions is simply curtailing a natural inclination on their part to 'pass the buck.' He is an able man."

Mr. Appley contends that too many men of management practice a "nothing ventured, nothing blamed" philosophy.

Reading the AMA president's remarks recalled to our mind a talk we heard Charles F. Kettering make at the opening of General Motors' "Parade of Progress" on May 12. He said one apparent weakness in our American social system is that we do not know how to "fail intelligently."

"There is no disgrace in failure," said Mr. Kettering. "If the one who fails learns not to make the same mistake again. Failure is how we learn. An inventor may fail 99 times, but if he is right just once he's 'in.'"

Reardon



One Man's Gain Is Another Man's GAIN

By PAUL O. DITTMAR
President, South Suburban
SafeWay Lines, Inc., Chicago

YOU are the most important person on Earth! No one is quite as important to you as you are to yourself.

Your own self-interest is one of your dominant instincts. You want more of the world's goods for yourself, which will include your immediate family since it is part of you.

You want the highest quality of food in ample quantity. You want better clothing in the styles of the moment. You want a bigger and better home, a newer and better automobile, an improved television set with larger screen, automatic clothes washer and dryer, automatic dish washer, and a great many other items. You may even want better health, better teeth, an

artificial leg, an education, music lessons, a power saw, a tractor, or what have you.

You want more and better food, clothing, shelter, comforts and pleasures. How can you get them?

One way to get them is to work harder, or work longer hours, or both, in order to earn more. But, that's the hard way!

Besides, even if you earned more money, there are some things you couldn't buy because they are not available today—like color television, for instance, or a helicopter-automobile! And, come to think of it, you can't buy a cure for the common cold or for cancer.

Is there an easy way for ordinary middle bracket or poor wage earners to have more and better things?

Yes, there is!

The easy way for the relatively poor people to obtain more and

better things is for them to use their political power and votes to *reduce the taxes of the rich!*

What we need more than a good 5-cent cigar is more and richer millionaires and billionaires!

But, our Government's tax policy now makes it impossible for a man to get fabulously rich—rich enough to benefit you and others in the lower income brackets.

If you think that as the rich get richer the poor get poorer, you are wrong. It's the other way around: As the rich get richer the poor get richer! Or, as the rich get poorer the poor get poorer!

Which brings us to the title of this piece: One man's gain is another man's GAIN!

Let's prove that by using Henry Ford as an example. Hundreds of other rich men could be used. A few names of some others are:

MANAGE June 1953

Rockefeller, Carnegie, Hill, Armour, Edison, DuPont, Firestone, McCormick, Vanderbilt, and many others. But, Ford's rise to riches is probably the most familiar to you.

Henry Ford's gain was everyman's gain.

You live better and have more because Henry Ford got rich. No other man in all history has contributed more in material benefits to all mankind than has Henry Ford. He could not have improved the lot of all mankind, which includes you, if he had not gotten rich. He could not get rich today because of our Government's tax policy, and therefore, he could not now become the great benefactor to mankind that he did become. Neither can other men, and that is your loss.

As Henry Ford got rich, other men benefited; and the richer he got, the more other men benefited. Let us see why that is true.

Henry Ford built a horseless carriage with his hands and a few small tools. He built more of them and sold them at a profit. Soon, the



profits were more than young Henry needed for necessities and comforts. He bought more and bigger tools and hired more men and made more horseless carriages and more profits. This cycle was repeated many times until Ford was making what could be called an automobile.

The profits were enormous. Ford simply could not spend them on himself and his family. There was absolutely nothing else he could do with those profits but use them for the benefit of mankind. He couldn't start a war—only governments can start wars and destroy materials and men. Ford could do nothing with his profits but buy

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and create bigger and better tools of production.

So, the Ford plant became ever bigger and more efficient as profits soared.

As the profits soared, Ford automobiles became cheaper and cheaper to buy. More and more people needing or wanting automobiles were benefited as they became cheaper.



They are cheaper today than they were in 1906!

In 1906, a crude horseless carriage cost about 176 weekly pay checks of a factory workman. Today, the average factory worker can buy a truly fine automobile with about 30 weekly pay checks.

Because Ford got rich, most factory workers own good automobiles. Caesar couldn't have better than a chariot. American factory workers can ride in sleek automobiles at many times the speed and comfort of Caesar's chariot—all because Ford got rich!

As the profits soared, Ford bought and created more and better labor-saving machinery. Strangely, however, as the quantity and quality of the labor-saving machinery was increased year after year, more and more men were hired!

As the years went by, these workers worked less and less with their back, arm, and leg muscles, and more and more with their hands and fingers. That was because the machines and tools Ford created and bought with his soaring profits were truly labor-saving.

More and more men were hired to do less and less hard manual work—and at increased wages!

Do you still think Ford got too rich?

If he had not gotten as rich as he did, he could not have benefited mankind as much as he did.

What difference does it make how rich a man may become? He

can use only a small portion of his riches on himself and for his family's benefit. The big portion of his riches must become capital, and that capital must be used for the benefit of other people. It cannot be used otherwise.

Almost all of the riches of rich men must go into labor-saving and product-producing tools, or into tools and facilities that offer services to people. Think of yourself as a millionaire. In what could you prudently invest your money that would not benefit other people?

The rich may own the tools of production and service, but they can't eat them, wear them, or sleep under them. They can use them only for the benefit of you and the rest of mankind.

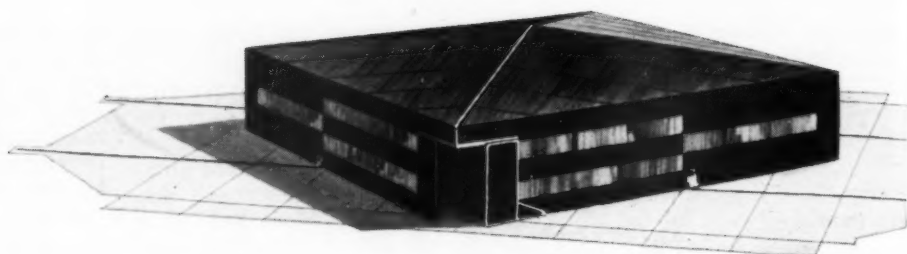
A man with a bulldozer is worth more than a man with a shovel! The bulldozer represents invested riches; the shovel represents poverty. The man with the bulldozer does not furnish the power with his back, legs, and arms; his work is made easier because of the riches invested in the bulldozer. The man who hires the man with the bulldozer gets more earth moved be-



cause of the riches invested in the bulldozer. The owner of the bulldozer who invested his gains or riches in the bulldozer has transferred his gains to both labor and customer.

The riches that rich men cannot consume on themselves and families, must go into tools of production and service. It is those tools that do 94% of the work of producing the food, clothing, shelter, comforts and pleasures, which Ameri-

(Continued on Page 29)



"Scramble!"

Speed! . . . speed in the air . . . but speed on the ground, too. Only planes on the flight line are ready for the "scramble." And the hangar feeds the flight line.

The Mitchell Hangar opens or closes completely in 3 minutes by moving its halves completely off the hangar floor.

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By Capt. Eddie Rickenbacker

MANAGEMENT'S OBLIGATION

We Americans must, in these critical times, rededicate ourselves to our American principles in order to recover what has already been lost in the past few decades and to unify and strengthen America for the task ahead. It is up to management—and especially lower management who is closest to the working man—to set the example, warns Captain Eddie Rickenbacker, president and general manager of Eastern Airlines, Inc. Only proper leadership can guide the nation into progress and a better way of life.

IN the pyramid of management, the supervisor holds one of the most important posts in the organization. This is because he or she is in direct contact with the worker, and one of the most important aims of management should be to aid the worker in getting a true concept of America and what makes it function, through proper leadership.

The United States—its integrity, its brotherhood, its stability—is as vital to the workers' pay envelope, as are the dollar bills that make up his pay. He must learn to know that he cannot be indifferent to what you might call the course of government in this country, any more than he can be indifferent to his pay.

It is this country, America, that gives his money value. Pay him in pounds, rubles, marks, francs, or liras and see what he gets—a mountain of paper, to be sure, but what will the mountain buy? Not even a mole-hill.

MANAGEMENT'S PART

Your direct and close contacts with the rank and file of workers place you on the firing line in the battle to protect American workers from falling victims to the snares of demagogues, nostrums of crack-pots, dream-powders of power-thirsty pinks and poisons of out-and-out Reds.

Time was when the bridge between Management and Employee was shorter than it is today. Those

days were before the era of mile-long production lines and multi-acre plants. The longer the production line and the larger the plant, the wider became the gap—both physical and mental—between Management and Employee.

This was largely because Top Management seldom found time to realize that it failed to bridge the ever-widening gap. Both sides lost as the result of that short-sightedness. But now, at long last, Management is fully aware of its error, and has set out to correct its effects.

America operates under a system of political democracy, and of free, competitive business activity that proposes to give a fair chance to all of our people—workers, owners, farmers, business and professional people, and the public in general.

Admittedly, our system has its shortcomings, its inequalities, its faults. We have yet to reduce its tendency to ups and downs of prices and jobs.

Monopolies still exist and competition is not always free. But we have made sensational progress.

In fact, I have no hesitancy in predicting that these United States, such as we inherited from our forefathers, will go down in world history as having the highest type of government, culture, civilization, industry, and social life ever attained by man, anywhere on this earth, at any time in our global history.

Yes, we have turned out more goods and services because we have the know-how to produce better equipment, more power, better methods and greater skills; and because we have shared the benefits in higher wages in relation to prices.

PUBLIC APATHY

But does the public, the rank and file of the people, know or remember these vital points that have made the United States a country apart from other countries on the globe?

Yes and NO! The public does know, but the public does not remember. There lies our great tragedy as a nation. We are so concerned about the present that few of us ever take time to remember the yesterdays and their vast influence upon what we do or fail to do today and tomorrow.

We need, in truth, God's help to make us remember those things which we are too inclined to forget, because the greatest treasures lost to Americans today are the things they fail to remember. That is one of the greatest weaknesses of human beings—to fail to remember the important things we know. Some day we will say, "I did not think." But then, it will be too late.

In no other country on earth is there such an abundance of opportunity for all, regardless of race, creed, color or political leaning.

(Continued on Page 32)

Are Suggestion Systems Being Neglected?

BY HARRY J. RITCHIE

SO that there will be no doubt in your minds as to my answer, I want to make a positive statement at the very outset of this article: Suggestion Systems are *not* being neglected. I do think, however, that much more can be accomplished by and through Suggestion Systems. There are individuals in management who require convincing information, so that suggestion programs are better understood. Improved techniques and finesse can be attained in the administration of suggestion systems by the constant study, which is being made by the majority of Suggestion System Administrators.

Possibly, we should have a common understanding of what might be considered as *neglect*. We should agree in the main, at least, as to the rightful position or place in the organizational structure, for Suggestion Systems. It is my opinion that they should be a part of the Personnel Relations program—and further that the Personnel Relations Department should be a major department of any company. A company is its people. A suggestion system is people and their ideas, and there's nothing more important.

It is most unlikely that anyone of us would consider a sales program as having been neglected, because an organization sold \$300,000,000 worth of merchandise in any given year rather than \$400,000,000 worth,

particularly if the entire potential was \$500,000,000. It is unlikely, also, that anyone would consider an advertising, production or engineering program as being neglected because they failed to have all the answers. Let's pin down an employees' benefit program—*Safety*. Would we consider Safety programs as having been neglected because throughout our industrial world there are accidents of major and minor degree? Comparative records would be the answer to determine neglect, provided the records had taken into consideration certain factors of influence. In Safety, I would say the number of people involved, degree of hazard, degree of frequency and, in some instances, weather conditions, general attitude and possibly other factors would have a definite bearing whether or not Safety programs generally were being neglected.

I should like to give you a few figures and some information in regard to Suggestion Systems generally. According to estimates recently released, there are approximately 8,000 Employees' Suggestion Systems in the United States and Canada. In fact, I know, personally, of many systems scattered throughout all countries of the globe. Regardless of type of system or mechanics, all have a common objective: to encourage, to receive and to award for ideas from men

and women on the job. How well they have accomplished the objective may be determined by a report released recently by the National Association of Suggestion Systems. The Association has grown from approximately six founding members in 1942 to a total of 600 members. That figure does not represent 600 different companies or governmental agencies. However, the report from which I will quote represents a good cross-section of Suggestion Programs of various industries, of various sizes and financial groups as well as federal and state governments. It is for the calendar year 1951 and it is compared with 1950. We did not go back, except for one bit of information, to the reports of ten years ago or more. There's no use comparing an adult with a babe in arms.

The companies which reported, employ 4,650,000 employees as against 4,256,000 (those are round figures)—an increase of 9.3% so any figures above 9.3% represent progress and progress does not come through neglect.

Number of suggestions received in 1951 was 705,460 as compared with 518,700—a 36% increase. That represented an increase of 20.6% per 1,000 employees.

(Continued on Page 33)



The author, Harry J. Ritchie, above, is Director of Suggestion Systems for the National Biscuit Company, New York. He tells why Suggestion Systems are more than paying their way in American industry and are climbing in popularity.

MANAGE June 1953

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From **Straw Boss** to Production Specialist

In the horse and buggy days, the foreman was a sort of straw boss who was supposed to take care of practically everything connected with his department.

But time marched on. Industry became more complex. Technical knowledge multiplied overnight. Specialization was imperative.

Today the foreman is relieved of some of the old straw boss responsibilities. Specialists handle employment and collective bargaining,

job evaluation, production scheduling, control of tools, parts and supplies, etc.

This leaves the foreman free to devote his full attention to his *own* specialty, which is PRODUCTION; perfecting the art of working with men so that they work *together*.

Is there anything more important?

Does the company produce at a loss, or at a profit? Isn't that the \$64 question?

Foremanship Foundation, Inc.

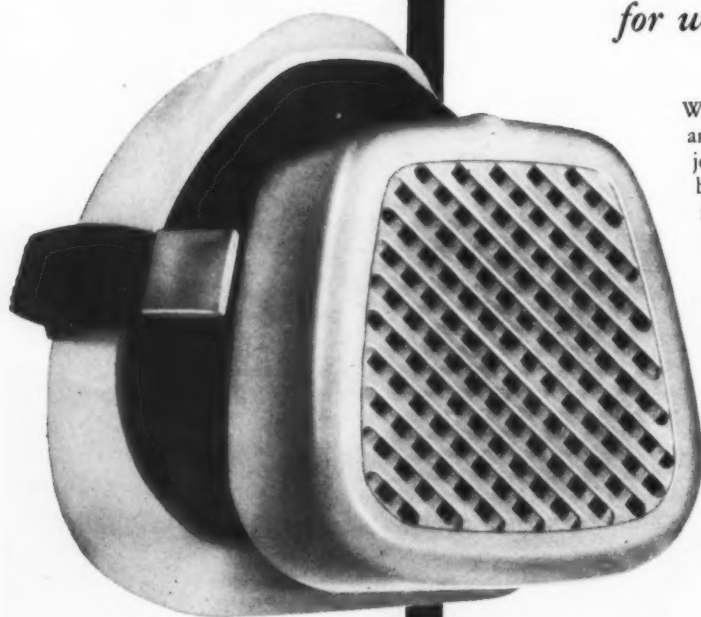
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- Easily changed, factory-packed cartridges assure peak protection.



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... his job is to help you.



Workers get what they want in respirator comfort and protection when the M.S.A. Gasfoe is on the job. There are no distracting corners or edges to block vision or give workers that "closed-in" feeling which hinders comfort and efficiency. Its compactness and smart design boost worker acceptance.

Economy is a big feature of the Gasfoe, too. All parts are independently replaceable. In seconds, the wearer can replace any item that has worn out after extended service, and have a good-as-new respirator back on the job. The service life of the Gasfoe Cartridge is approximately one-half that of the dual Cartridge used on the U. S. Bureau of Mines Approved Type Chemical Cartridge Respirator. Bulletin 1007-1 gives all the details. Write for it today.



M-S-A GASFOE HOOD

You get face, neck and shoulder protection from splashes, with this roomy comfortable hood. A large plastic window provides full vision, and is easily replaceable if scratched or marred. Made of plastic-coated cloth, for extra-long life. The M.S.A. Gasfoe Respirator, vinyl window, and chemical cartridge are all independently replaceable.

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Washington Report

for SUPERVISORS

By HAROLD A. ARBEEN

HARD-HEADED BUSINESS MEN at all levels of management have, in recent weeks, expressed optimism over progress made on Capitol Hill and in the White House in reversing the trend toward socialism and returning the United States to a system of competitive enterprise and economic stability.

In a recent address to the annual meeting of the Chamber of Commerce of the United States, Sinclair Weeks, Secretary of Commerce, said flatly there will be "no old-fashioned depression."

He remarked, however, that stock market fluctuations can be expected, adjustments will have to be made in transition periods following reductions in defense spending, and there will be some downturns in business activity in specific lines after over-stimulation ends.

"The administration will not sit twirling its thumbs if at some far off date it should be confronted by a sizeable economic emergency," Weeks declared. "There are no grounds for assumption of a post-Korean economic slump. Certainly not if business men plan now, ahead of defense cutbacks, to expand old markets and develop new."

Laurence F. Lee, retiring Chamber president, predicted there will be a future "bright with promise" for advancing the standard of living for America's increasing population if human resources are as carefully husbanded as are natural resources. Lee recommended that business expand on-the-job training programs to help ambitious workers gain the skills that will fit them for better jobs and business leadership.

Henry Ford II told another Washington business audience that "we can no longer tolerate, and the world can no longer afford, a boom-bust America." He said that a number of factors including "the wonderfully changed cli-

mate in Washington," appear to rule out a 1930-style depression in the foreseeable future.

Ford said his company has taken a hard look at economic conditions and has decided on an expansion program to be spread over at least the next five years. He added that regardless of what transpires in Korea, defense production will have to continue until fool-proof arrangements have been made with the Communists for disarmament and atomic energy control.

Ford also advocated that the government not only divest itself of synthetic rubber plants, as requested by President Eisenhower, but that the government turn over to private ownership facilities as irrigation and power projects.

DURING A RECENT VISIT with Rep. Paul F. Schenck of Dayton, O., he told me he plans to back legislation which would enable workers in the low income group to own their own homes. This should be of particular interest to foremen who are confronted with large-scale labor turnover problems in areas where housing is either inadequate or unavailable.

Schenck, in a letter to Albert Cole, administrator of the Housing and Home Agency, suggests that on homes of predetermined values FHA terms could be liberalized to a point where low income

workers could purchase modern, well-built homes at prices that would not be prohibitive.

"By keeping land acquisition costs, closing fees, sales expenses, and other costs at a minimum, and builders profits at the lowest fair level, such homes could sell within the \$7,500 to \$9,000 range," said Schenck. "To construct such housing is, to the private building industry of our nation, a challenge to great achievement."

Schenck said such a low-cost housing program would be an individualistic rather than a socialistic policy which would foster pride of home ownership.

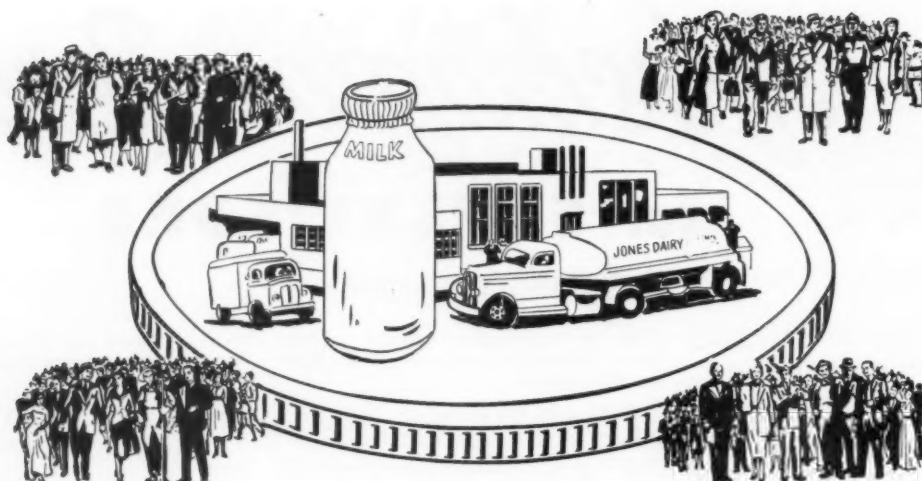
"Their homes would be private and separate, and not just a unit in some tenement," Schenck declared. "By building at least a little financial equity in their home each month they would have the great satisfaction of becoming more substantial and more responsible members of their local community. Not the least noteworthy of the effects are its benefits to our children and young people through increased family stability."

Meanwhile, another Ohioan, Senate Republican Leader Taft called for continued construction of low rent housing units at the rate of 35,000 a year until the country's needs can be more fully appraised. He told a meeting here of the National Housing Conference that the commission studying federal aid to states and localities should re-examine the program for low rent housing.

Senator Hennings, Democrat of Missouri, however, said Taft's figure was much too low a goal and urged construction of 300,000 units a year in the low rent category.

(Continued on Page 33)

If you have a special question regarding Washington legislation as it affects free enterprise, the management profession or you as an individual member of management, please address it to Mr. Arbeen, MANAGE Magazine, 1001 National Press Building, Washington 4, D. C.



WHAT DOES MILK COST?

I

MILK is one of those things we all have to buy whether we want to or not.

And as the price has gone up and up, so has the customer's blood pressure.

It is only fair, therefore, to find out what actually happens to the average dollar received by America's milk producers.

Is or is not the public getting gouged?

To begin with, we should remember that milk producers, like every other business, have five basic costs: 1) they must pay for goods and services bought from others; 2) they must pay for the human energy of the people on the payroll; 3) they must pay taxes; 4) they must pay for the wearing out and using up of the tools (the assets of the business); and 5) they must pay for the cost of using the tools (for the use of the savings that went into the tools).

And all of this money must be collected from the customer who buys the milk.

II

WITH this in mind, let's see what happened to the milk dollar in 1949 (the last year for which figures are available).

These figures cover the operation of 313 companies in 42 states as reported by the Indiana University Bureau of Business Research.

The average dollar received from the customer was used approximately as follows:

COST OF GOODS AND SERVICES BOUGHT FROM OTHERS (Milk, containers, etc.)	72¢
COST OF HUMAN ENERGY OF EMPLOYEES (Payroll, pensions, etc.)	21¢
COST OF TAXES	2¢
COST OF TOOLS WEARING OUT (Depreciation, obsolescence, etc.)	3¢
COST OF USING THE TOOLS (Profit, dividends, reserves, etc.)	2¢

The 2¢ represents a profit of about 2/5 of 1¢ per quart of milk sold.

Some producers, of course, made more than this, and some didn't make anything.

III

THERE is more payroll in this dollar than appears on the surface because about 50¢ out of the 72¢ item went to the farmer for raw milk, and most of the balance wound up in somebody's payroll.

The 72¢ item, in fact, is made up entirely of the other four costs as incurred by all the suppliers.

If it were possible to find out exactly how the 72¢ was used, we could express the cost of milk without using the first item, but unfortunately, that is not possible.

From these figures, however, each of us can form an opinion as to the "fairness" of milk prices.

"BETTER AMERICA" series of illustrated editorials presented as a public service by MANAGE Magazine.



Sixth in a series of twelve. Statistics by The American Economic Foundation. Reprint permission on request.

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"God himself dare not appear to a hungry man except in the form of bread."—Mahatma Gandhi

Give Us This Day Our Daily Job

By WILLIAM LEVY

SOME time ago a newspaper clipping from the Cleveland Plain Dealer came to my desk. A reporter had interviewed Whiting Williams on his 75th birthday. I've known Whiting, a grand gentleman, for a number of years and he is a familiar figure to NAF having appeared before many of our clubs, conventions, seminars and other activities. About 10 or 15 years ago he advanced ideas about the employer's attitude toward job security which we have incorporated in our Code of Ethics program and which are the basis for this article.

REASONABLE SECURITY OF THE JOB

In order for you and me to realize satisfaction from life it may require a different degree of security in our job. This degree of security may change due to differences in age, responsibility, education, etc. Here we see individuality coming into play, coupled with the inevitability of change brought about by time.

Mr. Williams says as a conclusion of his study of workers, "Certainly the most outstanding impression of all is that I found my companions in the labor gang so completely human and so surprisingly normal—they are enormously *more like* all the other members of our National House of Industry and Life than they are unlike them.

"Next to this fundamental humanness of all of us, wherever we are, the outstanding impression which comes to mind as I try to marshall my various experiences in single file past the review stand of memory, is certainly this. The most important factor of all in the life of the wage earner is the job—the daily job. For them the day commences with the breathing of the prayer, 'Give us this day our daily job.' That is the only way in which the daily bread may be spelled with satisfaction and contentment in a civilization organized for the mass

production required for meeting a fast moving world's mass needs."

The difference between the jobholder and the non job-holder is almost infinity. When a man is out of work, all he thinks about is getting a job. When he's on a job he probably thinks about getting more money. In any event, it is extremely important that we are aware of this very basic desire on the part of our workers. It is an intense thought in their minds and when ignored it may serve as a cause of conflict between management and labor. You change a machine, a process or a job and the first thing that enters the employers mind is how it is going to affect the security of my job.

SECURITY IS AN ATTITUDE OF MIND

At ten in the morning, you, a foreman with 18 years service in the company, are feeling pretty sure of yourself and rather pleased with your accomplishments. You are making schedule, no beefs from inspection and your relations with the employees and the steward are at an all-time high. Five minutes later the superintendent walks through the department. He is in a hurry, looks neither right nor left and has a deep scowl on his face as he passes you. Although you don't know it, his wife had a growth removed yesterday which may be serious and the factory manager jumped him in the morning about promised deliveries. What happens to you? Thoughts flash through your mind. What did I do wrong? I wonder what the old man is going to raise hell about now? Maybe I'm not as solid with him as I thought? Despite your 18 years of successful service, you feel *insecure*. An hour passes during which you reflect your attitude by getting on your employees and they feel *insecure*. About that time your boss comes by again, stops for five minutes,

smiles and says he's proud of the work you've done recently. Since you last saw him, he had a call saying his wife was going to be OK and the shipping bottleneck has been cleared up. Now the whole picture reverts to where it was before he passed you the first time.

Nothing changed during this period of time insofar as your job or relationship. But your attitude did and this made the difference between security and insecurity. If it works with you, what do you think is taking place with your employees? And that's why they are so concerned with seniority, unions, and a reasonable security of the job.

THE INVISIBLE SIGN

In the middle twenties, the first president of NAF, Tom Fordham, proposed in a little booklet that over your plant should hang an invisible sign which says, "This is the best darn place to work in the whole world." When your people can feel that the plant is a gold mine from which they take home nuggets in the form of pay—a square-shooting, hard-hitting outfit that is vitally concerned with them as people—then you develop a wholesome attitude and feeling that is the core of security. I am firmly convinced that security, feelings, loyalty and morale are all closely related and I want to leave you this month with some statements that are not original with me but I don't honestly know where I got them so I cannot give proper credit.

"The wall that protects industry is morale. It is made up of hundreds of thousands of small units like mosaics. These are feelings, the feelings of your workers, how they feel about senior and junior executives, about their jobs, their incomes, their opportunities.

(Continued on Page 29)

Thirtieth Annual Convention of THE NATIONAL ASSOCIATION OF FOREMEN

Hotel Schroeder, Milwaukee, Wisconsin

Convention theme:

"BUILDING MANAGEMENT WITH NAF"

(All official meetings to be held at the Hotel Schroeder)

WEDNESDAY, SEPTEMBER 23

9:00 a.m.	Registration
	Board Committee Meetings
1:30 p.m.- 5:30 p.m.	Annual Business Meeting of Delegates Chairman: Edward O. Seits, General Convention Chairman, North American Aviation, Inc. Los Angeles, California
7:30 p.m.	Board of Directors' Meeting—Election of Officers

THURSDAY, SEPTEMBER 24

9:00 a.m.-10:00 a.m.	Registration
10:00 a.m.-12:00 noon	General Assembly, Crystal Ballroom Chairman: R. W. Sternke, Chairman of Convention Council, Vice President, Lakeside Bridge & Steel Company, Milwaukee, Wisconsin Invocation: Rev. Wm. B. Downey, Pastor, Fox Point Evangelical Lutheran Church, Fox Point, Wisconsin Pledge to Flag Singing of "America" Welcome to Wisconsin Welcome to Milwaukee Singing of Official NAF Song: "Fore Men of Dayton" Quartet Address of Welcome: Edward O. Seits, President of NAF, North American Aviation, Inc., Los Angeles, California Introduction: V. W. Coddington, President, Lakeside Bridge and Steel Company, Milwaukee, Wisconsin Address: The Honorable Frank G. Clement, Governor of Tennessee Announcements
1:30 p.m.- 2:45 p.m.	General Assembly Chairman: Vernon E. Unger, Convention Co-Chairman, Giddings & Lewis Machine Tool Company, Fond du Lac, Wisconsin Invocation: Rev. Joseph J. Carroll, S. J., Marquette University, Milwaukee, Wisconsin Singing of Official NAF Song Selections by "Fore Men of Dayton" Quartet Introduction: Wm. Rutz, Executive Vice President, Giddings and Lewis Machine Tool Company, Fond du Lac, Wisconsin Address: Charles R. Hook, Chairman of the Board, Armco Steel Corp., Middletown, Ohio Announcements
3:00 p.m.- 4:15 p.m.	Sectional Conferences and Workshops
4:30 p.m.- 5:45 p.m.	Sectional Conferences and Workshops
6:00 p.m.- 8:00 p.m.	"Gemütlichkeit" Social Hour

FRIDAY, SEPTEMBER 25

- 10:30 a.m.-12:00 noon General Assembly
Chairman: Dwight M. Pickering, Convention
Co-Chairman, Works Manager United States
Motors Corporation, Oshkosh, Wisconsin
Invocation: Rev. Wallace Wadland, Pastor,
North Presbyterian Church, Milwaukee, Wis-
consin
Singing of Official NAF Song
Introduction: R. K. Schreiber, Jr., President,
United States Motors Corporation, Oshkosh,
Wisconsin
Address: Dr. William Alexander, First Christian
Church, Oklahoma City, Oklahoma
Announcements
1:15 p.m.- 2:45 p.m. General Assembly
Chairman, Frank J. Kracha, Factory Manager,
Hamilton Mfg. Company, Two Rivers, Wis-
consin
Invocation
Special Awards and Citations to
1. Most Outstanding National Management Man
2. Most Outstanding International Management Man
3. Most Outstanding Free Enterprise Newswriter
Introduction: E. P. Hamilton, President, Hamil-
ton Manufacturing Company, Two Rivers,
Wisconsin
Introduction of new President
3:00 p.m.- 4:15 p.m. Sectional Conferences and Workshops
4:30 p.m.- 5:45 p.m. Sectional Conferences and Workshops
7:30 p.m.- 8:30 p.m. Club Honors, Awards and Presentations
8:30 p.m.-10:00 p.m. Fun Night Program—Special Entertainment

SATURDAY, SEPTEMBER 26

- 9:00 a.m.- 5:00 p.m. Meeting of new Board of Directors
Optional special events for ladies and others at-
tending
Scheduled plant tours

CONFERENCES

THURSDAY, SEPTEMBER 24

Human Relations—Our Greatest Un- tapped Asset

Leader: Fred Smith, Vice President,
Industrial Relations Div.,
The William Powell Com-
pany, Cincinnati, Ohio

No employee relations program can be better than the philosophy around which it is built. This philosophy must be a deep conviction about the basic responsibilities a company and its employees have toward each other. Get some down-to-earth suggestions from a national authority.

What is Free Enterprise?

Leader: L. E. Read, President, Founda-
tion for Economic Educa-
tion, Irvington on Hudson,
New York, New York

An American is likely to wake up to the music of a radio clock; arrive at work in a precision-built train or a mass

produced automobile; telephone hun-
dreds of miles to friends and family.
What is this system that we take for
granted but seem to know so little
about?

Grow or Go—Management Develop- ment

Leader: Dr. J. A. Dickinson, Alu-
minum Company of Amer-
ica, Pittsburgh, Pennsyl-
vania

It is up to us to equip ourselves with the skills necessary to successfully direct the work and lives of our employees. Let's get off the hook and on the ball. Get some ideas from one of the country's most successful training directors.

What Does Your Worker Really Think?

Leader: Everett Smith, Director of
Research, MacFadden Pub-
lications, New York, New
York

Maybe you feel that you know what your employees are thinking and then again you might be surprised. Certainly

management needs to know this if it hopes to improve communications and relationships. Get it straight from the horse's mouth by a man who has worked on this problem for over a decade.

Making Job Methods Pay Its Way

Leader: Representative from Briggs
Manufacturing Company,
Detroit, Michigan

No organization can afford to neglect new methods whether you think in terms of employee morale, more production or lower costs. Here is an opportunity to get some answers that may help you meet those production goals. Presented from the shop man's point of view.

Current Supervisory Problems

Leader: Wade E. Shurtleff, Director,
Industrial Relations, Stan-
dard Products Company,
Cleveland, Ohio

We are told that 85% of our shop problems result from dealing with peo-
(Continued on Page 34)

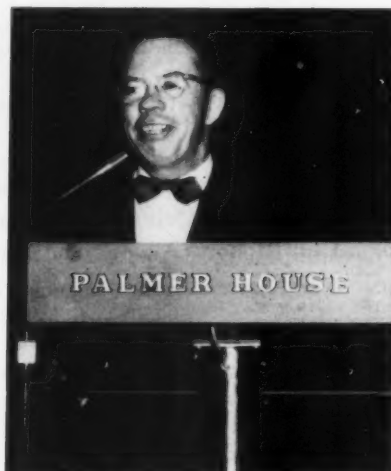
Chicagoland Management Conference



The conference luncheon was held in the Grand Ballroom of the Palmer House with Charles M. Hanna as luncheon speaker.



DeLoss Walker, former associate editor of Liberty Magazine, spoke at the morning assembly on "The Challenge of 1953 Spells Opportunity."



Thurman Sensing, executive vice president of the Southern States Industrial Council, concluded the conference activities with his talk on "Freedom with a Southern Accent."



Musical entertainment at the afternoon assembly was provided by the Ryerson Glee Club of Joseph T. Ryerson & Son, Inc.

Chicago, Ill.—"Unity in Management—Key to Industrial Success" was the theme of the Fifth Annual Chicagoland Management Conference held April 25 at the Palmer House.

Highlighting the general session was a talk by DeLoss Walker, former associate editor of Liberty Magazine, entitled "The Challenge of 1953 Spells Opportunity." The challenge of deficiency makes for opportunity, thus only by overcoming handicaps can a man reach success, Mr. Walker said. "You can't tell a man to be a success; you can only challenge him!"

Labor-management consultant Charles M. Hanna was the luncheon speaker at the Chicagoland Conference. In his talk, "Mind Your Own Business," he traced, by use of blackboard diagrams, the history of government from the divine right theory of kings to the declaration of independence and down through present semi-socialism in this country. He illustrated that divine right government and the welfare state are synonymous in regard to the individual free will of the people. Mr. Hanna concluded that our way of life is under attack not by Soviet bombs, but by Soviet bums—those Americans who want to make everything and everybody good by government regulation.

The afternoon session was given over to panel sessions. Panel speakers and their topics were Lucille La Chapelle, "Con conversationally Yours"; Henry Jacobson, "What Do You Know About Quality?"; and William Levy, "NAF Code of Ethics."

"Freedom with a Southern Accent," a talk by Thurman Sensing, executive vice president of the Southern States Industrial Council, was the highlight of the closing session of the Conference. In condemning the welfare state, Mr. Sensing said that "freedom" and "the four freedoms" are not the same. Gargantua had the four freedoms, but not freedom. He died of a broken heart under "social security."

Greater New York Area Conference

New York, N. Y.—Over 350 men and women, foremen through top company executives, attended the Seventh Annual Greater New York Area Conference held March 7 at the Hotel Statler.

To start the day's proceedings, the keynote address "Twin Goals—Security and Solvency" was given by Wesley F. Rennie, executive director of the Committee for Economic Development.

Six audience participation sectional conferences followed the opening session. Each conference was given twice to enable every participant to attend two. The conference topics and leaders were "Getting Along With People," Robert W. Straus, president, Straus and Perry, Washington, D. C.; "Selling Your Suggestions to Executive Management," Emil A. Mesics, director of training, Otis Elevator Co.; "Managing Your Savings for Profit," George Washburn, Uptown sales manager, Kidder-Peabody & Co.; "The Supervisor's Role in Quality Control," Simon Collier, director of quality control, Johns-Manville Corp.; "Organizing Your Day's Work," Charles C. Winston, management service division of Ernst and Ernst; and "Gauge Development in Modern Industry," Donald Heaton, gauge engineer, and Joseph Brady, New York district manager, Pratt & Whitney.

At the evening banquet, Leo Cherne, director of the Research Institute of America, spoke on the topic "A Day of Ultimate Decision." Mr. Cherne, through his wide and immediate personal contact with both East and West Berlin, gave a most realistic picture of conditions as they exist there today. His findings were tied in with their effect on the struggle between the free world and the communistic world, the ultimate outcome of which, according to Mr. Cherne, is resting in the hands of our present-day world leaders.

During the banquet, music was furnished by the Schaefer Chorus of the F & M Schaefer Brewing Co.



Special conference guests and club officers pictured above are, left to right, front row, Lloyd E. Larson, NAF director; Jean B. Adams, NAF staff secretary; Edward O. Seits, NAF president; William DeHaven, Zone I vice president; George M. Brundige, president of the AMF Management Club, and John Mackintosh, president of the Staten Island Management Club. In the back row are Harold B. Lyda, NAF vice president; Harold F. Meyer, president of the Kings County Management Club; James P. O'Malley, president of TWA Management Club of N. Y.; James Miller, president of the Queens County Management Club, and Melvin A. Marsh, president of the Production Council, Pittsburgh Plate Glass Co.



Leo Cherne, executive director of the Research Institute of America, was the featured speaker at the evening banquet. Mr. Cherne's topic was "A Day of Ultimate Decision."



Wesley F. Rennie, executive director of the Committee for Economic Development and the keynote speaker of the New York Conference, spoke to the general assembly on "Twin Goals: Security and Solvency."



"Gauge Development in Modern Industry" was the topic of gauge engineer Donald Heaton, standing, during one of the six afternoon conferences. At the right is conference leader Joseph Brady of Pratt & Whitney Div., Niles-Bemont-Pond Co., and at the left is conference chairman William Rogers, American Safety Razor Co.

Management on Review



WORLD'S SAFETY RECORD IN LAMINATED PLASTICS INDUSTRY is held by the Formica Co., Cincinnati, Ohio. Shown receiving the National Safety Council award for 3,000,000 accident-free manhours is Safety Director John L. Shear, center. Others are, left to right, the 1952 officers of the Formica Foremen's Business Assn.: William Bergman, Henry Schmidt, Mr. Shear, Robert Fellerman and Kenneth Arata.



H. H. BARBER, GENERAL MANAGER OF THE ISLAND CREEK COAL CO. is shown delivering an address to the Island Creek Management Club during a recent dinner meeting. Left to right are A. O. Hedinger, treasurer; Mr. Barber; L. O. Ellison, NAF director; Randolph Shelton, president, and Glen Massman, executive secretary of the Foreman's Club of Dayton and principal speaker.



C. G. C. ANNUAL BANQUET—The Tutwiler Hotel, Birmingham, Alabama, was recently the scene of the Continental Gin Company Supervisor's Club Annual Banquet. Members and special guests are pictured above.

INVESTMENT BROKERS SPEAK AT NATIONAL SUPPLY

Torrance, Calif.—With due warning notices relative to being "taken in" by personal whims as well as friendly tips, John Gaunt, representative of First California Co., and Thomas P. Phelan, executive vice president of the Los Angeles Stock Exchange, recently gave members of the National Supply Management Club considerable advice on investing idle funds. Both urged the employment of common sense as against gambler's instinct.

Mr. Phelan spoke on "Securities: Their Types, Origin and Market," ending his talk with the reminder that "we have all heard about the birds and bees, the bears and bulls" and that we "should be careful of the bum steer."

Mr. Gaunt titled his talk "The Economics of Investment." He went on to discuss economy steps now being taken in an effort to lower the national debt. "The present administration's efforts to balance the budget, regardless of whether or not any of the debt is paid off, will, if successful, result in a gradual rise in the value of the dollar from its current low of 52¢." His explanation of the lifting of price controls is that it's a case of "let's see what the prices should be," since "under price controls there is no way of knowing what prices should be."



THE MANAGEMENT CLUB OF AERODEX, INC. recently became the fourth NAF affiliate in the Miami, Fla., area to receive its charter in the past six months. Shown at the charter presentation are, left to right, Dayton Smith, treasurer; Ed Wolske, secretary; Arthur Peyton, vice president, and Robert Bush, NAF director.



ALL WOMEN OFFICERS were elected for the first time in the history of an NAF club by the John E. Fast & Co. Foremen's Club, Chicago. Secretary Elaine Ostry is shown as she is congratulated by NAF Director Edward F. Haase. At the right are Florence Beyer, treasurer; Kitty Kraske, vice president, and Eleanor Capa, president.

PORTLAND HONORS JA

Portland, Oregon—Presidents of 29 Junior Achievement companies in Portland were honored recently at the Greater Portland Management Club third annual "Junior Achievement Night."

"The part played by our organization is largely promotional," Joseph W. Quick, club president, explains. "We feel that this annual recognition lends the JA movement the encouragement and prestige that results in more enthusiastic participation by the junior business leaders."

In addition to the banquet, the Portland club has made available to the Junior Achievement office a list of about 25 members representing various types of industries, who are available for advice and counsel in planning their futures after graduating from school."

COMMUNITY OBLIGATIONS

Marietta, Ga.—Modern business management groups have a bigger stake in the community than any other group today, James V. Carmichael, president of Scripto, Inc., and a director of Lockheed, told some 400 members of the Lockheed Management Club of Georgia recently.

"Management has found that without schools, churches, highways and streets, control of taxes and a community free of crime, it cannot staff a plant—because people just don't live there."

He praised the Atlanta and Marietta areas as being among the best and most decent communities in the nation, but warned that it is management's responsibility to help keep it that way.

Mr. Carmichael formerly headed the Lockheed Georgia division as vice president and general manager when the plant was first opened.



MISS SEXTANT OF 1953, Lucille Thomas, was chosen earlier this year by U. S. Air Force personnel at Consolidated Vultee Aircraft Corporation's San Diego division as their favorite heavenly body on which to take sights during 1953.



BLACK HAWK

MEATS

FROM THE LAND O' CORN

THE RATH PACKING CO.
Waterloo, Iowa



FOREMAN'S CLUB OF DAYTON ON TELEVISION—Glen Massman, left, executive secretary of the Foreman's Club of Dayton, was interviewed on the WLW-D television program, "Dayton in the News," recently. At right above is Omar Williams, newscaster and master of ceremonies on the program sponsored by the Peoples' Bank of Dayton.

TALON "SPORTS NIGHT"

Meadville, Pa.—Color movies and a talk on outdoor life in Idaho featured a Talon Foremen's Club "sports night" program recently. Sons of club members were special guests.

Earl L. Hilfiker gave a running narrative with the film, "Idaho Pack Trip," showing a fishing expedition into the Idaho wilds and big game shots including closeup of a grizzly bear. He also showed a film on skiing at Sun Valley, Idaho.

William McIntyre, Talon industrial relations manager, presented displays and talked on Navy and Air Force flying suits equipped with Talon slide fasteners.

C. R. Corliss



SYLVANIA LIGHTING FOREMEN'S CLUB of Salem, Mass., had as their guest speaker in April, Don G. Mitchell, newly-elected chairman of the board of Sylvania Electric Products. Mr. Mitchell spoke on the maintenance of two-way human relations between supervisor and employee.

APEX JOINS NAF

Cleveland, O.—At a dinner meeting at The Lake Shore Country Club on March 26, the Apex Supervisors Club of Apex Electrical Manufacturing Co. officially became a member of The NAF. Their charter was presented by Gordon L. Brott, NAF zone vice president, to Stephen C. Duirk, president of the club.

Brief addresses were made by R. Z. Moore, director of industrial relations at Apex, and Jack Graney, Cleveland baseball commentator and formerly a member of Cleveland's World Championship team in 1920.

Officers of the club for the coming year will be Stephen C. Duirk, president; John W. Krull, 1st vice president; Ralph L. Archbold, 2nd vice president, and Louis J. Lackner, secretary-treasurer.

The 1952-53 NAF bowling committee wishes to commend all 488 club teams and each of the 2,440 individual bowlers for participating in the 5th NAF National Bowling Tournament. The formation of small area tourneys from New York to California proved popular and all indications point to bigger and better area and national tournaments in the future. We wish to thank all those men who helped with and contributed ideas; we also thank the 1951-52 bowling committee of Detroit for furnishing the NAF National Perpetual Trophy and the five trophies for the 1st place winning over-average team.

(signed) Bob Harrop, Douglas El Segundo; Ken Kellough, North American, L. A.; Johnny Brennen, Lockheed; Bill Meek, Zone A Vice President and National Bowling Chairman.



- JULY 13-17**
Management Unity Seminar
Dayton, Ohio
- JULY 24-25**
Executive Committee Meeting
Dayton, Ohio
- SEPTEMBER 23-26**
30th Annual NAF Convention
Milwaukee, Wisconsin
- OCTOBER 5-9**
Management Unity Seminar
Dayton, Ohio
- DECEMBER 7-11**
Management Unity Seminar
Dayton, Ohio
- JANUARY 21-23**
Board of Directors Meeting
Louisville, Kentucky

30TH NAF ANNUAL CONVENTION LADIES' ACTIVITIES

- September 23—**
Breakfast and Registration
Floral Arrangement Talk
- September 24—**
Welcome by E. O. Seits, NAF President; Luncheon and Style Show
Door Prizes
Favors for the Ladies
- September 25—**
Bus Tour of Milwaukee
Blatz Brewing Company Tour and Favors

California Regional Conference

Los Angeles, Calif.—More than 600 management men gathered on April 17 at the Roger Young Auditorium in Los Angeles for the 1953 Regional Conference sponsored by the NAF's Southern California Coordinating Council. Theme of this year's conference was "Work Wiser" and the various panels of the conference were designed to give members an opportunity to discuss new developments in the management field.

The following are excerpts from speeches given at various panels and assemblies during the day.

GENERAL REMARKS

J. L. Atwood, president, North American Aviation, Inc.—The code of ethics integrated in management is inseparable from that of The National Association of Foremen. It is fundamentally important to all supervisors that we achieve some measures of standard efficiency. We are developing leaders and education. Ethics, standards and education are the important factors in production . . . We at North American are working toward a minimum of control with coordination. Our slogan is "Maximum decentralization with optimum support."

LABOR-MANAGEMENT LEGISLATION

C. R. Leslie, general counsel, Merchants and Manufacturers Association—Everyone is affected daily by labor laws. Of 5,500 bills introduced before the California legislature last year, ten per cent were in the labor relations field. Some are constructive, but a vast majority are harmful to business. Labor unions have become more active in the field of labor relations . . . There are some bills before the California legislature which would require the licensing of anyone who operates steam boilers, refrigeration machines, welding machines and building service contracting equipment. Others would establish a minimum wage of \$1.25 per hour for everyone in California, make it unlawful for any male employee to lift or move over 100 pounds, and put an employer in jail if a paycheck were not delivered on the date due.

ACCIDENT PREVENTION

Robert Mitchell, president of Consolidated Rock Products Company—Management has to be for safety and a part of every program in order for any safety program to be successful. Safety brings employer and employee into the same family. Safety must be a crusade and it must be led by management.

MANAGE June 1953

TABULATING MACHINE APPLICATION

Paul E. Mahon, manager of tabulating, Lockheed Aircraft corporation—Colleges do not do much about teaching tabulating machine operation, nor do they do much to give such a job prestige. Our schools, business leaders and experts are amiss in not having accorded machine accounting the dignity, monetary incentive and the professional status it so rightfully deserves.

EFFECTIVE COMMUNICATIONS

Dr. Gilbert Brighthouse, chairman, department of psychology, Occidental College—Don't lead with your chin . . . mean what you say. Psychology is the very center of all effective communication in supervision. Communication is the core of human life. If we could not communicate with other people, it would be impossible to have a society as we know it today. Many of us do not communicate as clearly as we think we do. The messages we send out are always clearer to us than to the people on the receiving end. . . . You should take more responsibility in communicating freely if you want to get ahead in supervision.

QUALITY CONTROL

Alfred Casey, chief inspector, Grayson Controls division, Robertshaw-Fulton Control Company—Quality control is an important tool for the foreman. It is without doubt a positive aid to the foreman in his everyday job in decreasing cost and increasing production. Our foundry was having considerable difficulty trying to meet the monthly schedule of castings. Pressure was being put on the foremen to overcome and eliminate scrap, which was contributing to this production bottleneck. We put a quality control supervisor and two inspectors in the foundry to gather data and give the foremen the needed assistance. The types of scrap were segregated and data recorded on the percentage of various defects. Next we determined what was causing the defects and agreed on how to control the procedures and minimize scrap. From then on, it was a matter of maintaining control. In less than nine months, the scrap had dropped from 20 per cent to an over-all average of 9 per cent, with a resultant saving of \$35,000 per year.

HUMAN RELATIONS

V. L. Summitt, labor relations supervisor, Convair, San Diego—Development and maintenance of good human relations is one of the most difficult relations in the world today. The job of a supervisor is divided between human relations and material problems. Creating the will to work is the responsibility of the supervisor.

SCIENCE AS AN AID TO INDUSTRY

James R. Bradburn, vice president and director of engineering, Consolidated Engineering corporation—Measurement is one field in which advances have made improved products. The accuracy and speed of application of the standard micrometer have been augmented by the now common electronic measurement gage employing magnetic reluctance. Recent advances now use automatic recordings providing a permanent accurate record. . . . In the metal processing industries, methods have been developed to diminish the loss from hidden defects in materials.

TRAINING FOR TOMORROW

Elmer Sproule, training director, Hughes Aircraft Company—Industry is continually looking for well-trained people. It is almost impossible to get people of proper qualifications which are necessary to carry on the job which we have. Certainly training and developing trainers in our organizations is one of the problems which is inherent in the trend of things which we now see.

Walter Heim, director of training, Aluminum Company of America—Every management man is a trainer. The person responsible for the successful operation of the unit is responsible for the training of the people in that unit. We teach the supervisor to be a trainer and he trains his own people. We try not to bring in outside specialists.

PUBLIC RELATIONS

Gordon Gilmore, vice president, Trans World Airlines—Public relations is the production and distribution of a good reputation. Distribution is a special technique or skill in knowing how to distribute through media . . . how to "spread the good word." In TWA, public relations is the job of every employee.

METHODS IMPROVEMENT

Robert L. Clark, manager, methods engineering, Ryan Aeronautical Company—Foremen are in a position to do more about improving on-the-floor methods than anyone in the company, and should consider it one of their responsibilities. Most workers resist the new and recent criticism. Most people do not know how to work. Work is the use of time, energy and materials. Good work is the right use and poor work is the wrong use. The difference between good and poor work is waste.

INDUSTRY LIGHT

H & B American Machine Co. has announced the purchase of Karp Metal Products Co., Inc., Brooklyn, N. Y., one of the world's largest manufacturers of specially fabricated sheet metal products.

Dayton, Ohio was saluted on May 4 by Morehead Patterson, president and board chairman of American Machine & Foundry Co., New York, when he addressed a dinner meeting of industrial and civic leaders at the Moraine Country club. He recalled his World War II days on the war manpower board "when Dayton was a by-word for handling management." He referred to the "Dayton management plan" which was adopted in attempt to "ration" workers coming into the area. The occasion of the visit by Mr. Patterson to Dayton was the recent purchase of the Leland Electric Co. by AMF. Other AMF officials attending the meeting were Arnold Brown, executive vice president; Maj. Gen. Russell Maxwell, vice president; Rodney Gott, vice president; George Colby, general manager electronics division, and William MacDonald, assistant vice president.

Lyle F. Runciman, former owner of Runciman Drug Stores, has sold out his drug business and has become associated with Yale Rubber Manufacturing Co., Sandusky, Mich., as executive vice president. Runciman and Yale President Eldon H. Henderson were co-founders of the rubber firm.

Representative Samuel K. McConnell, Jr., chairman of the House committee on Education and Labor recently predicted changes in the Taft-Hartley Act including a return to the states of their Constitutional police powers. The occasion of his talk was the annual banquet of the Merchants and Manufacturers Association in Los Angeles.

James H. McKee, Jr., has been named editor of "Advanced Management," the monthly publication of the Society for Advancement of Management. He was formerly assistant managing editor of "Factory Management and Maintenance."

Emmett A. Williams, vice president of the National Bearing division of American Brake Shoe Co., died recently in St. Louis, Mo. He had been with National Bearing since 1913.

The Dravo Corporation announces the election of John K. Beidler, general manager of the Machinery division, and Louis P. Struble, Jr., general manager of the Keystone division, to the posts of vice presidents. Also elected were Clifford A. Hill, treasurer, and Edward T. Fitch, controller.

W. A. Brown, Jr., president and general manager of The Liquid Carbonic Corporation, was elected president of the International Acetylene Association at its 53rd Annual Convention held recently in Atlanta, Georgia.

Pointing out that the 15% tax on passenger transportation was enacted during the war primarily to discourage travel, A. F. Arpaia, Interstate Commerce Commissioner, advocates repealing of the tax to do the reverse—to foster the use of public transportation.

Eight hundred and fifty five architects, architectural draftsmen and students of architecture have submitted entries in the Carrier Weathermaker Home Competition. The contest, sponsored by the Carrier Corporation, is being conducted to stimulate the production of new designs for year-round air conditioned houses which can be constructed by home builders.

A completion date of 1954 has been set for the Quebec, North Shore and Labrador Railway, which will extend 357 miles north from the St. Lawrence River at Seven Islands, Quebec, to within only 850 miles of the Arctic Circle, through some of the roughest terrain on the continent of North America. It will connect Labrador iron deposits being developed by the Iron Ore Co. of Canada.

William M. Bausch, formerly sales manager for mill products, has been named assistant vice president in charge of mill sales for Follansbee Steel Corp.

The appointment of George E. Morgenroth to the new post of general manager of the Flo-Ball Pen division of the Clary Multiplier Corporation, San Gabriel, Calif., has been announced. He was formerly superintendent of the East Coast plant of Clary's Aircraft Hardware division at Downingtown, Pa.

A trend toward the use of synthetic fibers in woven industrial textiles was noted in a statement released last month by Frederic A. Soderberg, vice president in charge of sales of the Noone division of Kenwood Mills, Petersburg, N. H. "The unusual properties of the newer synthetic fibers, which have accounted for their tremendous usage in consumer materials, have also been explored concurrently for application to industrial fabrics."

The elections of Don G. Mitchell as chairman of the board and H. Ward Zimmer as president of the Sylvania Electric Products, Inc. were announced recently. Mr. Mitchell, who has been president of Sylvania since 1946, succeeds Max F. Balcom.

Mine Safety Appliances Co. has announced a series of executive promotions within its organization. President George H. Deike, Sr. has been named chairman of the board and has been succeeded by J. T. Ryan, Jr. C. P. Rooney was also elected treasurer.

General Motors Technical Center north of Detroit is now 50 per cent complete, according to GM president Harlow H. Curtice. He described the 813-acre area as "the nation's greatest mecca of research, engineering and development."

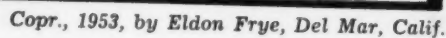
The Brookings Institute recently announced the election of three new trustees: Dr. Leonard Carmichael, secretary of the Smithsonian Institution, Washington, D. C.; Wilfred L. Goodwyn, Jr., of Goodwyn and Olds, Washington, D. C., and Laurence F. Whittemore, president of Brown Co., Berlin, N. H.

Announcement has been made of the sale and re-organization of Barth Manufacturing Co. of Milldale, Conn. Now incorporated as Barth Engineering and Manufacturing Co., the new concern is headed by Charles Russell, president. Other officers are: John K. Mitchell, vice president and general sales manager; Harvey M. Nilson, chief engineer, and Charles E. Gregory, plant superintendent.

WANT A COPY?

ELDON Frye, the artist who created "Key Man" at right, is making available 9x12-inch copies of the cartoon, suitable for framing, at fifty cents each. Address your orders to Eldon Frye, Box 475, Del Mar, California.

1953



How would **YOU** have solved this?



NOTE: In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than June 28, 1953. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 W. First Street, Dayton 2, Ohio.

HERE IS THE SUPERVISORY PROBLEM FOR JUNE

George Jaxon, foreman of the sheet metal department of the Ajax Manufacturing Company, is beginning to wonder if he has what it takes to be a member of management. He was appointed to his job about a year ago, after fifteen years of service in the department. Thirty-eight years old, George is a graduate of one of the best technical schools in the country. He is a big fellow (6-foot-2, 210 pounds), but he has had a shrill voice since a siege of scarlet fever when he was twenty.

George takes a lot of kidding from the 140 men who work under him, and they call him "Georgette" because of his almost-feminine voice. He has become so self-conscious about his voice that he doesn't speak to the men unless he absolutely has to do so. He spends most of his time in his office, doing paper work.

Some days the department seems to be completely out of control, with production falling down. The men indulge in a lot of horseplay, and on one occasion the plant manager found ten of them engaged in a poker game when they were supposed to be working. The men were suspended from work for one week each, and the manager gave George a good bawling out. George has never told his boss, the plant manager, what the real trouble is.

The Ajax Company executives find that George's paper work is by

far the best turned in, and his recommendations for more efficient plant operations have accounted for about \$1,000,000 in savings to the company during the past year. When the vice president in charge of production called the plant manager's attention to the unstable production of George's department recently, the manager explained it with, "George has the roughest bunch of boys to handle in the company. They try to cause all the trouble they can."

George knows what the trouble is and he worries about it a lot. He knows he had better do something, and quick, but what? How would you advise George?

Here Was the May Supervisory Problem

Howard Morgan is in charge of the maintenance department of a small-town manufacturing company whose policies are anything but progressive. Wages are poor; working conditions are inferior; employee benefits are practically nil.

In the past this company, Midville Manufacturing, has been able to carry on business as usual even under these conditions, and there has been little or no agitation for improvement. One of the factors contributing to this is the fact that the workers are not unionized. Even more important has been the fact that this company has been for many years the only large industry in the community and, hence, there has been no competition for the labor pool of the area.

But in the past year, this second factor has suffered a death-dealing blow. A large munitions factory was built on the edge of the city. Due to numerous government contracts won

by this firm, employment there has zoomed and along with it wages. As a result, Midville Manufacturing is losing employees daily because they can get better jobs and better benefits at the munitions plant.

Nevertheless, Howard Morgan's employers are still plodding along with their old policies, ignoring this turnover and accompanying production losses as a bad dream that will pass. Howard and other supervisors have tried to secure new policies, but top management stands pat on the old.

Every month Howard loses more employees. The quality and quantity of the work done in his department is definitely suffering. The remaining employees—and any new ones he can snare—are discontent. He is at a loss what to do since he himself cannot raise wages or institute new benefits. In the ten years he has been a maintenance engineer, he has never had to deal with employee dissatisfaction in this proportion.

What can Howard do to keep his employees during this present hiring boom in the community? What incentives can he use to once again produce efficient work in his department? Are there incentives at his disposal more attractive than higher wages and employee benefits?

MAY WINNERS

Following are the best "solutions" to the supervisory problem of the May issue. The men who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

Organizing Management

By J. J. Kronenwetter, Sylvania Electric Products, Inc., Emporium, Pa.

Since Howard Morgan cannot individually secure new company policies, I would suggest he hold a meeting of all the supervisors at Millville Manufacturing and try to organize a management club with meetings to be held weekly or biweekly to discuss the current labor crisis which is undoubtedly felt in all departments.

At these meetings the club would discuss the problems at hand and when they have worked out their own solutions, invite the president or some other

high ranking executive to attend a meeting and present these solutions to him for his consideration. Surely no top executive could disregard entirely the opinions of his supervisory staff.

Once the green light is given to the supervisors to initiate incentive measures to solve this dilemma, some features that could be put into effect are:

- 1) Create a suggestion plan to get the employees' viewpoint.
- 2) Offer inducive compensation for continuous service with Millville Manufacturing.
- 3) Stress advantages of working for a company which has been in operation for many years.
- 4) Hold occasional gatherings for the employees and their families.
- 5) Organize a company union. Most manufacturers are in favor of unions with which they can negotiate to the satisfaction of both the company and the employees.
- 6) Publicize the advantages of learning a trade in a small plant as compared to the assembly line tactics used in a large factory.
- 7) Emphasize the unstable future of working for a munitions factory because of boom and slack periods depending on the defense program as well as the danger involved in the nature of the work.

Stressing Security

By D. R. Barnes, United Air Lines, Inc., South San Francisco, Calif.

Howard has a terrific problem to contend with. A combination of employer apathy and employee discontent is a tough nut to crack. This problem has been repeating scores of times in the last several years, with the mushrooming war industries pushing deeper and deeper into those areas with a good manpower potential. Howard's employers are not the first to feel the nation's war-nurtured economy fastening its strangling fingers on their life's blood, their employees. Inducements that these plants can offer are hard to meet by small plants such as Howard's.

To the employees he can offer only one thing, permanence. The hunger for security is a powerful human urge and possibly he can convince his men that job security and permanence are equal to the temporarily higher pay and benefits they would secure in a war industry. In addition, Howard can try to convince his men that he is working hard to obtain better conditions for them. Howard should take a good look at his shop and see if there is anything, within his limitations, that he can do to improve working conditions.

To his employers, Howard has only one avenue of approach. If he can prove to them that it is more costly to not meet competition than to meet it, he stands a chance of securing some of the

MANAGE June 1953

APEX production aids #2

Bit Holders, Insert Bits, Power Bits, Hand Drivers

Here is a complete line of production tools — specifically designed to meet almost any screwdriving requirement — specifically built to reduce fastening costs, increase productive output.

Bit Holders and insert bits — pioneered and patented by Apex — offer extra savings. Holders, to fit all popular makes of air, electric or spiral drivers, last indefinitely. Insert bits, easily and quickly interchanged, are just discarded when worn.



BIT HOLDERS AND INSERT BITS
One holder accommodates a full range of insert bits to drive these screws:



POWER BITS — Standard hardness (dark finish) for soft screws; X hardness (Satin finish) for self-tapping screws. Bits to use with:



SERVICE DRIVE BIT HOLDERS

For use with full line of Apex insert bits. Available with 1/4", 3/16", 3/8", 1/2" female square drives.



HAND DRIVERS — For use with complete line of Apex insert bits. Also made for driving Phillips, Frearson or Clutch Head screws.

WRITE FOR APEX CATALOG 26



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goals he wants. To do this I would take the following steps:

- 1) Find out the turnover rate of the plant.
- 2) Figure what it costs to hire and train new men and then lose them.
- 3) Figure what the cost of this inexperience is in terms of lower quality of product and lower output.
- 4) Make a graph of these figures showing month by month the loss of goods and money incurred by this policy.

5) Make a concrete proposal to top management of what he feels would be necessary to hold their men in competition with the defense plant.

6) Follow up by talking to his superior and trying to enlist his aid.

Even if Howard is not successful, at least he will know in his heart that he has tried as best he could.

Employee Training

By Jesse W. Born, Joy Manufacturing Co., New Philadelphia, Ohio.

Howard is certainly working under a handicap at Midville Manufacturing, and I can suggest only one solution to such a problem.

Because there is no union in his shop, he can offer one incentive that is not available at the munitions plant. He has had several years of experience and is doubtless respected by the men who have worked for him. If he is willing (and what management man shouldn't be willing) to spend one night a week helping to train his present employees to better themselves, he may be able to hold them long enough to get efficient work or until management can discover what is happening to profit.

Since the demand for more money usually starts at home, it might be well for Howard to suggest to his men that they discuss this training program with their wives before enrolling. The women will probably see the advantages of the additional training and will insist that the men take it. By injecting a little loyalty talk into the course, he may be able to build a very tight organization.

In the meantime he must work equally hard on management. By collecting turnover figures from either Personnel or Payroll, by showing production losses resulting from any such turnover, he may be able to present a true picture of this situation. If he could get just one member of top management on his side, it would help to convert the others who hold the decision. Of course, he should be smart enough to let them find it out for themselves; he won't force the figures down their throats.

All of this will require more effort than most foremen are expected to give, but Howard had courage enough to face the problem and I suspect that he will be only too glad to give a little more if it means an efficiently-run department.

BY JOE PENFOLD



"One morning in July, 1925, a Piute Indian named Johnny Skimmerhorn caught a most extraordinary trout in Pyramid Lake, Nevada. The coloring of this fish was both brilliant and odd. The whole body appeared to be suffused with yellow and a purplish shade of pink merging into pure vermillion. The scales gleamed with metallic luster. There were a few tiny dark spots from dorsal fin to tail. The gill plates were fiery red, and across the white throat were two crimson gashes.

"The fish was a cut-throat trout, the like of which no fisherman may ever see again. Aside from its huesplashed appearance, the extraordinary feature of this trout was its size. It was the largest of its kind ever caught by hook and line—it weighed 41 pounds!

"The trout was placed in a jar of preserving fluid and has for many years been displayed in the State Museum at Carson City. Tourists stare at the titan, and thousands express the hope that they, too, may some day catch such a fish. It is a vain wish, for not only is the great cut-throat of Pyramid Lake extinct, but the beautiful lake is also dying."

With those paragraphs Tom Trelease, fisheries biologist for the Nevada Game and Fish Department, opened an article in *FIELD AND STREAM* magazine describing the tragedy of Pyramid Lake. Returning from the West Coast last month we had a chance to stop and talk to Tom and several Indian Service representatives and get a first hand look at the Lake, the Truckee River and the problem.

Pyramid Lake lies some thirty miles northeast of Reno. Its life history began back in the ice age, or rather following it, as the glaciers on the Sierra Nevada melted creating a great inland lake which covered most of western Nevada. Over the ages the lake diminished in size, until when the white man discovered it, it was roughly thirty miles long and from four to twelve miles wide. It lies entirely within the boundaries of the Pyramid Lake Indian Reservation.

The records show that soon after Fremont explored the Lake in 1844, white man began to take a huge harvest of trout for the commercial market. In a six-month period in 1888 Wells Fargo Express and the railroad hauled away some 100 tons, the equivalent of 40,000 five pound trout. Local settlers and of course the Indians made large use of the fish for food.



This was a typical catch of the non-extinct cut-throat trout during the early 1930's. Most fishermen would be happy to tie into just one of those during trout season.

The lake is fed by the Truckee River, and in the Spring the spawning trout ascended the river to upstream gravel beds in fantastic numbers. As Trelease writes it, "Around the turn of the century sports fishermen began gathering from all over the world to cast their hooks in Pyramid Lake and the Truckee River. If a visitor failed to catch a hundred pounds in a couple of hours, he was rated unlucky, unskilled or both. In the clean, fast waters of the Truckee, anglers often caught trout so fast that they simply hurled the heavy fish ashore while they stood in their boot tracks and continued to drag out more. The supply was blithely regarded as inexhaustible."

Then a dam was built across the Truckee near Verdi, Nevada blocking the spawning migrations, and thousands of fish jam-packed under the dam were easy prey to pitchfork fishing. In subsequent seasons the catch dwindled from wagon loads to gunny sack loads to nothing. Without successful spawning, there were no young fish; the remaining caught were all of spectacular size. In the early 1940's the famous Pyramid cut-throat vanished. Not one has been recorded since.

Over-fishing and the Indian with his deadly gaff hook both played a part in the death of Pyramid's monster trout. But, the big killer was another dam, called the Derby Dam, built about 25 miles East of Reno close to the mouth of the

Truckee where it empties into Pyramid. It not only totally blocked spawning beds upstream, but also below the Verdi dam. Also Derby Dam diverted so much water from the river that an immense sand bar was exposed at the mouth of the river which the spawners could not negotiate. They would try, floundering around in the shallow waters until killed by flocks of gulls attacking their eyes and gills.

So, the great cut-throat fishery of Pyramid Lake is gone, as extinct as the bison, the passenger pigeon and other species lost to the greed of man or his inability to plan wisely to preserve a resource. What's to be done about it?

The original fish ladder at Derby Dam probably could be replaced with one which would function satisfactorily. That would help not at all, however, unless the Indians can be successful in getting restored to them the Truckee River waters which feed Pyramid, and which are rightfully theirs. As it is now, diversions are resulting in an annual lowering of the waters about one foot a year.

Cooperation among the interested parties, the Indians, the irrigation water users, the Game and Fish Department, the University of Nevada, the Indian Service and the public, is essential. Progress has been made in that direction.

The Department has introduced the Kokanee salmon, some half million have already been planted as fry and small fingerlings. The first experimental plant was paid for by the Indians and individuals including interested employees of the Department. Next year will tell whether or not the Kokanee has taken hold. If it does, it will provide a substitute fishery of considerable value, if not as dramatic as the big cut-throats.

It seems most unlikely that the cut-throats can be brought back, and that is indeed a great tragedy to be mourned by every true sportsman. It's surely something to think about as we move ahead in this country throwing dams across every trickle of water, with scant heed paid to what damage will be done to fishery values.

MANAGE June 1953

Teamwork pays off!



In aviation, as in athletics, it's *teamwork* — as a result of skill plus training — that pays off. Prior to take-off, a highly trained crew is assembled for briefing — similar to final instructions or a pre-game meeting. At flight time the First Pilot takes over the controls with an able substitute at his side — the Co-pilot. Also on this team of specialists are the Navigator, Flight Engineer, Radioman, Purser, Stewardesses. On the sidelines, competent ground crews keep equipment in top shape and render invaluable assistance — such as radio contact and weather aids — to the personnel in the air.

And Pan American, the World's Most Experienced Airline, has been racking up flying records since 1927. It was the first airline to cross the North Atlantic and the Pacific Ocean . . . to fly to South Africa and to Australia . . . to operate double-decked airliners. Today, Pan American Clippers* can take you to 83 countries and colonies the world over.

For reservations, call your Travel Agent or the nearest Pan American office.

PAN AMERICAN
WORLD AIRWAYS

WORLD'S MOST EXPERIENCED AIRLINE

*T.M. REG., PAA, INC.



ONE MAN'S GAIN IS ANOTHER MAN'S GAIN!

(Continued from Page 7)

cans enjoy today. The worker no longer works long hours doing hard manual labor at low pay, because rich men have given him tools to lighten his burden and to increase the production from his energy. And, the consumer or customer gets his goods and services at lower prices.

Prosperity does not flow up to the rich from the poor; it flows down to

the poor from the rich.

It should now be obvious that:

One man's gain is another man's GAIN—unless such gains are erased by taxes!

GIVE US THIS DAY OUR DAILY JOB

(Continued from Page 15)

These emotional reactions govern their behavior and must be considered in any attempt to secure their loyalty and their cooperation."

WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. **MANAGE** offers this objective report of the thinking of organized labor as a special service to management.

● A HOUSTON, TEXAS, labor correspondent recently surmised that oil and cattle men have money to burn merely because a local newspaper advertised \$125 Western boots and \$100 beaver hats.

● IN ALBANY, N. Y., Local 1321 of the AFL Street Railway and Motor Coach Employees stopped the granting of franchise to serve residents of three new subdivisions to a non-union bus company who offered 10-cent fares in a 15-cent zone.

● AT THE UAW-CIO CONVENTION held recently in Atlantic City, union delegates took a "busman's holiday" by helping picket the Bell Telephone office in that city.

● THE OPENING PARAGRAPH of a recent editorial appearing in the "AFL News-Reporter" was entitled "Danger in Compulsion" and opposed compulsion in any form . . . particularly in arbitration. On the other hand, the second paragraph of the editorial bitterly assailed enemies of the closed shop . . . compulsory memberships in unions.

● PRESIDENT T. C. CARROLL of the Brotherhood of Maintenance of Way Employees recently declared that Jesse James was a piker in comparison with the thieves in Congress who robbed the national government of the tidelands oil reserves.

● "LABOR" NEWSPAPER blasted "Look" Magazine as being an example of the way big magazines are becoming propaganda organs. The occasion was the printing of an article by "Look" on the weaknesses of the present social security program.

● I.A.M. DISTRICT 33 REPRESENTATIVES recently descended upon Washington legislators protesting any contemplated cutback in produc-

tion at the Lockheed plant in Marietta, Ga., as a result of concentration of defense production.

● AFL PRESIDENT GEORGE MEANY in making recommendations for the revisions in the Taft-Hartley Act at a Senate hearing stated that the law should be amended to permit workers to refuse to work on or handle employment-displacing work.

● CLEVELAND JUDGE CONNELL recently granted a temporary injunction against CIO Clothing Workers who have for two years picketed non-union Richman Brothers stores in order to force the employer to force his workers to join the union. The union is crying denial of their free speech.

● A 20-HOUR WORK WEEK is being predicted soon as a result of the increased mechanization of jobs of all kinds, labor press reports.

● ARKANSAS UNIONISTS are crying foul because of the fact that the State Legislature has barred union shops but have okayed compulsory membership in the Arkansas Bar Association for all lawyers practicing law in that State.

● BROTHERHOOD OF LOCOMOTIVE FIREMEN AND ENGINEER'S MAGAZINE reports a trend toward cutting down the power of cities . . . and hence labor . . . by reapportioning voting districts.

● THE UNITY SUBCOMMITTEES of the AFL and CIO have agreed on barring raiding of each other's unions. At the same time the CIO announced that it had made changes in its field organization to put more stress on organizing the unorganized. Whether the "no-raiding pact" will be effective is doubtful as no provisions for penalties are included.

★ MANAGE SERVICE BUREAU ★

New Products and Free Publications for Management Men

Booklet Especially For You!

The American Car and Foundry Company, a strong believer in the importance of foremen in its management, has made available free and special to **Manage** readers its interesting booklet "Artistry in Metal."

This booklet starts with the ancient beginnings of metal casting and then goes into an outline of casting procedures. Liberal use of photographs which graphically and effectively portray the art of casting will hold your interest throughout.

Here's a chance to get a basic educational booklet for your own understanding of metal casting and don't forget—there are workers in your department (and youngsters at home), who will learn a great deal in reading this booklet. No cost or obligation—A. C. F. wants "Manage" readers to have this as an educational booklet.

CIRCLE 601 ON SERVICE COUPON

Technical Service For Supervisors

Proper selection and application of various types of petroleum products involves highly specialized knowledge and experience.

As a foreman, regardless of the industry or type of operation you supervise, you encounter petroleum products problems. Could be in lubricants, fuels, rust preventives, cutting oils, solvents, waxes and various special process oils. To give you practical assistance in solving these problems, the **Gulf Oil Corporation** makes available to you the cooperative counsel of experienced engineers through **Gulf Periodic Consultation Service**.

It's easy to look into this service as it can apply to you. Just indicate on 602 below and an illustrated booklet giving the facts will be sent to you.

CIRCLE 602 ON SERVICE COUPON

Have Any Ideas?

Foremen, who have ideas for inventions and don't know what to do about them, will find a means for "Putting Ideas to Work" outlined in a new booklet just issued by **The Battelle Development Corporation**.

As the booklet points out, "Ideas for technical development serve no one until they are put to work. Yet it is frequently difficult for a free-lance inventor or for research workers in universities and industry to find

a way for developing their creative ideas. Rarely does the individual inventor have the facilities or the dollars to carry his idea to the stage where it is of practical value to industry. In universities and company research laboratories, occasional worthy ideas are conceived that are outside the immediate interest of the laboratory. These are lost unless means are found for their development.

"Corporations, as well as individuals, lose opportunities for economic gain by letting ideas lie idle. Corporations may occasionally hold patents obtained during the course of their research that are outside their manufacturing interest. Unless these patents are licensed for use, the owners and the public receive no benefit from them."

The Battelle Corporation will gladly send you (as a **Manage** reader) the booklet, "Putting Ideas to Work," at no cost or obligation.

CIRCLE 603 ON SERVICE COUPON

New Welding Ideas Film

The release of a full-color strip film with sound accompaniment, titled "Better, Faster, Cheaper With Welding" has been announced by **Eutectic Welding Alloys Corporation**.

The nineteen minute film features actual case histories of unusual savings in production, maintenance, and salvage, resulting from the use of proper welding techniques.

Additional information about film content and scheduling without cost may be obtained—

CIRCLE 604 ON SERVICE COUPON

Need A Small Adding Machine?

Foremen charged with keeping records of production in their departments will find a good tool in the new hand-operated adding-subtracting machine now being marketed by **Clary Multiplier Corporation**. It sells for such a low price that your company will quickly recover its investment by saving you valuable time and trouble in the figuring and record keeping that you must do. To look into this—

CIRCLE 605 ON SERVICE COUPON

Looks Good, Wears Well

Made of new light-weight, comfortable, acid and alkali-resistant Vinyon-N fabric, the **Feon Lab Coat** will help you maintain a neat appearance as a supervisor at all times. It is virtually immune to spotting and acid holes and retains its neatly tailored appearance through hard wear and brutal commercial launderings. Features for extra convenience include two breast pockets, two double-reinforced side pockets, pencil pocket, slots for easy access to inner pockets and neat fly-style front with large buttons. Learn more about it—

CIRCLE 606 ON SERVICE COUPON

New Literature Offered

(Circle the Number on Service Coupon)

607—Circular which describes **Durable Safety-Tread** and **Durable Rubberlink Mats** which absorb foot shock, relieve fatigue of workers and prevent slip and slide accidents. Also describes loading dock bumpers.

608—Details on different types of protective lenses for use in welders goggles, helmets and hand shields available from **Industrial Safety Division, Eastern Equipment Company**.

609—First complete and up-to-date manual on thread milling and thread milling cutters available from **Detroit Tap & Tool Company**. Printed in two colors, the manual (D-52) gives complete technical information on thread milling, speeds and feeds, maintenance, inspection and tolerances, milling cutter types plus catalog type of information on standard blanks carried in stock, how-to-order information, etc.

610—Current shipping regulations on sealing and reinforcing packages with **Scotch** brand pressure-sensitive tapes are presented in a new six-page folder. It contains thirteen illustrations showing typical sealing and reinforcing tasks as authorized by the Uniform Freight Classification, Railway Express Agency, U. S. Post Office Department, American Trucking Association, and Export Underwriters.

Note: Inquiries for the items listed above will not be serviced beyond July 30.

MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

1953

MANAGE
SERVICE
BUREAU

Please send me further information on items circled below:

601	603	605	607	609	A621
602	604	606	608	610	A622

Name Position

Firm Business

Please ☐ Firm address }
check ☐ Home address } Street

City Zone State

Literature Offered In Ads

Apex Machine and Tool Company (see page 27) will send you catalog 26 on bit holders, insert bits, power bits, hand drivers—a complete line specifically designed to meet any screwdriving requirement.

CIRCLE A621 ON SERVICE COUPON

Mine Safety Appliances Company (see page 12) will send you bulletin 1007-1 which describes the **Gasfoe Respirator**, designed to meet on-the-job demands for worker comfort and efficiency.

CIRCLE A622 ON SERVICE COUPON

MANAGEMENT'S OBLIGATION

(Continued from Page 9)

Our free society is fluid; its members, through their own abilities and efforts, are constantly changing their relative economic positions and their functions. Under God's concept, each individual is respected as a separate entity, potentially capable of performing any function, and free to try. Without this fundamental right there can be no progress. And it is upon this Christian concept that our Nation was founded.

But this fact is not just one of our many blessings or another asset in the American Way of Life. It is the basis for the many freedoms we enjoy.

Without the right to work where and at what he wishes, the individual assumes the status of a slave laborer. To a slave any other freedom—even those spelled out in our Bill of Rights or the Four Freedoms of the Atlantic Charter—is meaningless. It's as simple as that.

OPTIMISTIC FUTURE

I'm not a pessimist. As a matter of fact I'm very optimistic, because I feel that the American People recognized the dangerous trend we were pursuing and took steps to get us back on the right highway before it was too late.

Inch by inch, step by step for 20 years we edged down a road that would have eventually taken us into a way of living exactly the opposite of that intended by our

Founding Fathers. Little by little we relinquished authority to a central government which fed on that authority until it became Big Government. The difference between Big Government and a Total State is just a matter of relativity.

And within the Total State the individual is frozen into a mold. Citizens are regimented as bees and ants. They are kept within a rigid, completely disciplined framework of fixed functions.

The trend towards this type of existence was halted by a mandate of the American People—issued in the American Way. Although President Eisenhower won an overwhelming victory carrying the banner of the Republican Party, his victory clearly was not that of one single political party.

President Eisenhower was put into office by the American People because he and his followers proposed a clear-cut blueprint to eliminate waste, inefficiency, and confusion and return us to a way of life based on morality, diligence and thrift.

Only through good management in our Government will we achieve any degree of real social security. It would be absurd for me to try to convince you as an individual—or as a manager—that borrowing money and spending it without thought is a sound way to insure continued prosperity or to provide for the future of yourself, your family or your business. However, incredible as it may sound, certain

people in our Government have been telling us just that for years.

People in all walks of life, in all sections of the country, finally came to realize that their affairs were being poorly managed on a national scale. They voted as they did because they wanted new management—and sounder management.

It just isn't possible to reach Utopia on this earth. If we want to hold on to our freedom, we must shoulder the responsibilities that go with that freedom. If we are too slothful or too rattle-brained to accept a certain amount of responsibility for our affairs—and the affairs of our government—then we must pay a very high price to hire someone else to accept them. That price is our freedom.

There are only three places that I know of where absolute security can be had—a roof over your head, a suit of clothes on your back, and three meals a day. First, behind prison bars; second, within the walls of an insane asylum; third, in a poor house. But who would give up his liberties, freedoms and opportunities for that kind of security?

LEADERSHIP NEEDED

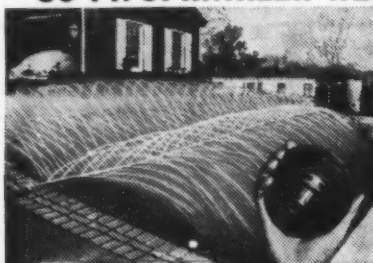
These times are critical. It will take the best brains we can muster and men and women with the greatest amount of executive ability to guide us through our present difficulties both at home and abroad.

We must choose wisely every time it is necessary to select leaders. The yardstick shouldn't be what party does the candidate belong to, but will he handle my country's affairs as I would like to have my own personal affairs managed? In other words, you are applying the Golden Rule to government.

Once you have applied this measurement and made your selection, your responsibility is not automatically ended. It is not easy to correct a trend in government which has gained such momentum.

I am confident that with President Eisenhower and his new cabinet now in command this trend will be corrected. But we must not forget that a handful of men and wo-

50 FT. SPRINKLER WEIGHS 1 POUND!



This flexible plastic sprinkler can spray an area 15 ft. wide by 50 ft. long at average water pressure. Drape it over your hillside, twine it around your flower beds, shape it to any contour of your landscaping—it'll do a perfect sprinkling job in any position! This durable sprinkler will not rot or mildew, even if stored wet! The spray is so fine it's gentle on flowers—a real water saver! Turn the valve and it becomes a soaker. Complete with brass connector. 5 yr. guarantee

20 ft. length.....\$2.50
50 ft. length.....\$4.75

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Enclosed is \$_____ for _____ 20 ft.
Home Sprinklers @ \$2.50 and/or
_____ 50 ft. Home Sprinklers @ \$4.75.

Name _____

Address _____

City _____ Zone _____ State _____

Complete with Solid Brass Connector and Sliding End Clip.

5 YEAR GUARANTEE



men cannot do it all. It rests on men and women, such as you, who have demonstrated character, intelligence and qualities of leadership, to make their influence felt in the right direction.

One day this Cold War will pass. We shall wipe off the face of the earth this loathsome tyranny that is distracting honest men from honest work.

When that chore is finished, mighty tasks will still remain to be done. You will find before you opportunities such as no other generation has ever known. This great country is only just coming into its own. Everywhere nations look to us for leadership—not simply in war but in peace and not simply in the defeat of dictators, but equally in banishing hunger, disease and poverty.

Our very existence and the survival of the free world depend on our ability to maintain our rightful position of leadership as free people. To do this, we must cherish and protect those priceless freedoms which, demonstrated through our system of free enterprise, have enabled us to develop the most productive means of translating our God-given resources into progress and a better way of life.

To recover what we have already lost, to unify and strengthen our Nation for the tasks that lie ahead, we must rededicate ourselves to our American principles. And these religious principles, which are our true source of power, are the exclusive property of no political party. They are the moral guides for every citizen in the land.

It is up to Management, whose very position in society is due to the practical application of those principles, to set the example.

Members of Management—the men and women, who by their demonstrated ability have won the right to lead—have also won the responsibility of guiding those who look to them for leadership.

ARE SUGGESTION SYSTEMS BEING NEGLECTED?

(Continued from Page 10)

The number of employees submitting suggestions was 119,540 compared with 91,700 for a per-

MANAGE June 1953

centage increase of 30.3% in numbers. Neglect will not produce such figures.

Let's consider adoptions—221,400 against 181,200 for a 22.2% increase. Awards amounted to \$5,495,000 versus \$4,038,100 for an increase of 36.1%. The average award was \$24.82 against \$22.29.

These figures are practical—they are of great benefit, but to me, the improved personnel relations resulting from properly administered Suggestion Systems has no price tag—no company can buy it. The development of the worker, the development of supervision or management, which means *you*; the development of executive ability, of leadership, of teamwork and cooperation, of knowledge and understanding through the two-way communication line of suggestion systems are the result of better and better administration and could not possibly be the result of neglect.

I definitely feel that Suggestion Systems are not being neglected, but that the converse is true. It is being recognized more and more that it is simply good practical business to have a well organized, and a properly administered Suggestion System.

WASHINGTON REPORT FOR SUPERVISORS

(Continued from Page 13)

SENATOR BRIDGES, Republican of New Hampshire in an address to the National Association of Mutual Saving's Banks issued what amounted to a progress report of the Eisenhower administration's efforts to reduce government spending. He said in less than five months many useless government jobs have been eliminated with more to follow, and that "Americans may confidently expect that fiscal policies of this country will be put on a sound basis during the next four years."

Referring to the Truman administration's budget request of about 78.6 million dollars, Bridges remarked this is "a colossal sum which staggers the imagination."

"If a person born 1,200 years before the American Revolution spent \$100 a

(Continued on Page 34)

LETTER TO THE EDITOR

To the Editor:

I have just finished reading the March issue of MANAGE, in which appeared a very fine article by William Levy, "Management Must Be a Profession." His remark about the greatest untapped resource in industry today being the difference between what our people do and what they could do if they wanted to, throws the responsibility into management's lap so hard it made me wince.

Our people have an inborn and inherent desire to do good work. They do not fail. It is their leaders who fail, who train them into the wrong ways of thinking and who produce the wrong basic attitudes in them.

We in management need to have this fact pounded into our heads by ear and eye until the fact becomes an inherent element of our thinking, our policy, our administration. Then, and only then, can we *truly* qualify as leaders and drop the prefix "mis" from in front of the word "management."

Thank heaven for people who realize the necessity of practicing the many profound principles outlined in this article and for people like Bill with both the talent and the desire to continually teach these principles.

Gordon Quimby
Clyde Porcelain Steel
Clyde, Ohio

STRICTLY BUSINESS

by McFeathers



"And don't come out until you find it!"

Drunk (to bartender): "Hey, gimme a horse's neck."

Second drunk: "I'll have a horse's tail. There's no use in killing two horses."

WASHINGTON REPORT FOR SUPERVISORS

(Continued from Page 33)

minute, 60 minutes an hour, 24 hours a day, 365 days a year up to 1953, he would still not have spent an amount equal to the present budget request," said Bridges.

"If we in Congress authorize the money which has been requested, we would be another 10 billion dollars in the red at the end of the fiscal year. It is impossible to increase revenues without drying up the sources of the very revenues we are trying to secure."

ONCE IN AWHILE something comes to my attention here that has nothing to do with government fiscal policy, international relations, filibusters, or other doings of the law-makers. Over my desk came an announcement from the National Lumber Manufacturers association that a dozen teenagers from Dayton took top place in the 1953 country-wide Junior Achievement contest for wood products.

These foremen (and foreladies) of the future comprise the Erco Products company. Their president is 18-year-old William Haines. The group produced 36 wood book-holders over a three-month period at a unit cost of \$2.74. Selling prices were \$4.85 and \$4.42.

Working capital was raised through stock subscription and the youngsters allotted themselves wages of 20 cents an hour and commissions of 50 cents a unit on most sales. However, nothing was said as to whether provision was made for state and federal taxes. That probably will be learned later—the hard way.

I'll be chatting with you here again next month, reporting and interpreting the news from Washington as it applies to all levels of the management profession.

Please write me your comments, suggestions and questions, and I will do my best to keep you posted.
H. A. A.

A small boy's head bobbed over the garden wall, and in a meek little voice he said, "Please, Mrs. Jones, could I have my arrow?"

"Certainly," replied Mrs. Jones. "Where is it?"

"I think it's stuck in your cat," answered the boy.

CONVENTION PROGRAM

(Continued from Page 17)

ple. Industry has a job to do. It is done by people. Get a practical slant on how to tackle your problems from a man who makes it his business. Better people will build better industry. Maybe you need help.

FRIDAY, SEPTEMBER 25

How Can We Achieve Greater Employee Satisfaction

Leader: Cloyd S. Steinmetz, Director of Sales Training, Reynolds Metals Company, Louisville, Kentucky

One of the greatest challenges to management is to build self confidence, because it leads to achievement—the greatest satisfaction in a man's life. A dissatisfied worker means limited production and a problem. Here's a chance to get practical suggestions on how to get the best results.

Communications, The Key to Effective Management

Leader: Dr. Arthur Secord, Brooklyn College, New York

Communications can be a "key to success" or a "bottleneck" depending on how well you perform this extremely important management function. No matter how smart you are it doesn't do you much good if you can't get your ideas across to the other fellow. A chance to listen to an expert in this field.

Atomic Energy—How Will It Affect Us?

Leader: Dr. Harvey Sorum, University of Wisconsin, Madison, Wisconsin

The future of tomorrow lies in this field. A down-to-earth discussion of things past and future that affect us, our families and our industry. The atomic age is on us. We had better be alert and alive to it. A discussion you can hardly afford to miss.

Barnyard Economics

Leader: William F. Johnston, Supervisor, Safety and Training, Armco Steel Corporation, Middletown, Ohio

A practical and shirt-sleeved treatment of this very important subject in a shopman's language, taking the mystery out of principles of economics.

What Do You Know About Work Simplifications?

Leader: Walter F. Eytel, Supervisor of Tool Design and Processing, A. C. Spark Plug Division, General Motors Corp., Flint, Michigan

What is work simplifications? How is it applied? Can it mean lower costs? Will it make employees work easier? It's a cinch we will all be working on a highly competitive basis. Proper work simplification can do wonders. Find

out about it from an outstanding authority.

Labor Relations, Labor Legislation and You

Leader: James C. Brown, Director Industrial Relations, J. I. Case Company, Racine, Wisconsin

To maintain good relations with your people, it is extremely important to keep abreast of current legislation as it relates to your own problems. Every management man needs a better understanding of the labor relations department and successful handling of grievances. Here's your opportunity to get some help.

WORKSHOPS

THURSDAY, SEPTEMBER 24

New Director's Indoctrination

Leader: Frank J. Kracha, Factory Manager, Hamilton Manufacturing Co., Two Rivers, Wisconsin

This program is a must for all newly elected directors. It is designed to acquaint you with the philosophy of NAF as well as your functions and responsibilities.

NAF—What Does It Mean

Leaders: V. J. Linn and N. George, NAF Area Managers

The NAF is the world's largest organization of management men. Learn the real story back of this association. Particularly valuable for non-members of NAF whose company might consider affiliation.

Club Education Activities

Leaders: F. N. Albanese, Coordinator, Foremen's Club of Columbus, Ohio; R. F. Monsalvatge, Jr., NAF Area Manager

This workshop is set up to help clubs launch management educational activities or improve their existing programs. Based on successful experience of the past 10 years.

FRIDAY, SEPTEMBER 25

Parliamentary Procedure—A Must For Successful Business Meetings

Leader: R. F. Monsalvatge, Jr., NAF Area Manager

A good meeting is always a well conducted meeting. How to properly conduct your business meeting. Particularly valuable for club officers.

Code of Ethics

Leader: William Levy, General Manager, NAF

Something to live by. A set of dynamic management principles in the field of human relations. A frank discussion of the principles and spirit of NAF.

Successful Programs

Leaders: J. V. Kappler and E. H. Moore, NAF Area Managers

The success of any club hinges largely on its programs. Learn how to develop programs that really click from the NAF field staff.



The Beautiful Chrysler New Yorker De Luxe Newport

CHRYSLER

—AMERICA'S
FIRST FAMILY
OF FINE CARS

—**Power...** that keeps you safer and surer on the road than you've ever felt before!

There's nothing like them! . . . here are cars that give you wonderful new safety and performance you never dreamed you could find! Power helps you steer—at all times—park, too. And no wheel fight ever! Power helps you brake . . . smoother, easier, faster than you've ever known!

Here is hemispherical combustion power. This radically new-type V-8 engine is capable of delivering more thrust and driving power—

actual usable driving power—to the rear wheels than any other kind of passenger car engine you can buy.

Full-time Power Steering . . . Power Brakes . . . FirePower—America's *only* new-designed engine . . . plus the most captivating car beauty on the road today. Drive into your Chrysler dealer's and see for yourself what a great experience driving a Chrysler can be.

WINDSOR

NEW YORKER

IMPERIAL

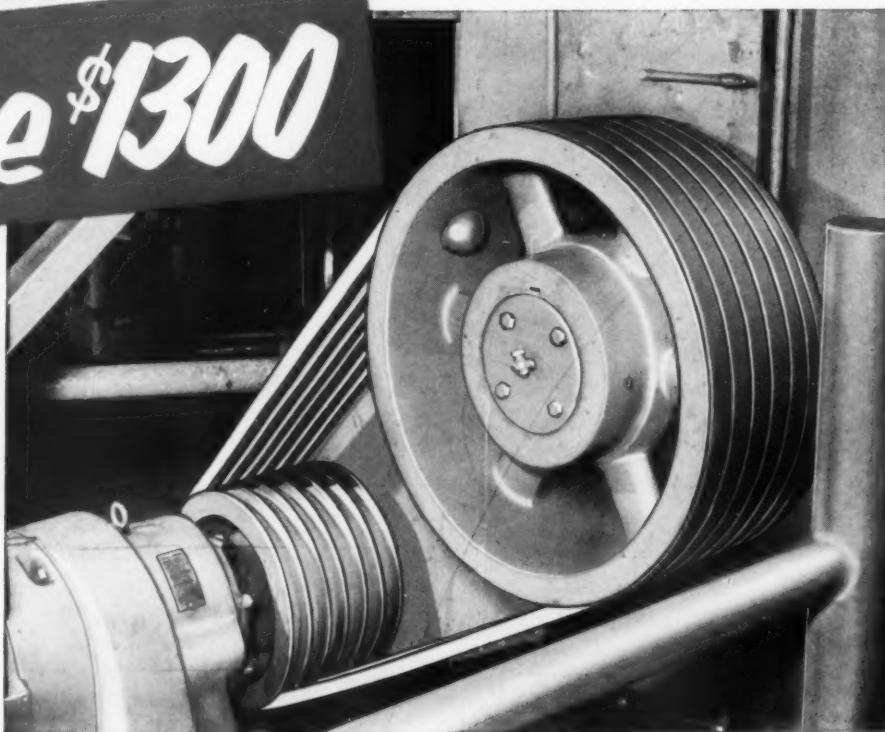
The Popular Chrysler Windsor De Luxe 6-Passenger Sedan



See Your Neighborhood Chrysler-Plymouth Dealer

See how V-Belt *Preventive Maintenance* can

Save \$1300



What is the *real* cost of replacing a set of V-Belts on a machine? Often it is far more than just the cost of belts.

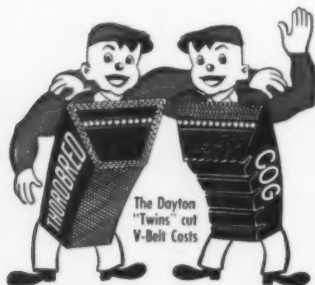
For example: A dye works operates this heavy-duty calender which processes 500 feet of cloth per minute. The drive has 6 belts. Here's the cost when the calender is shut down for a belt change:

Cost of new belts.....	\$ 120.00
Cost of labor.....	2.00
Cost of lost production during down time.....	1300.00
Total cost of belt change.....	\$1422.00

Dayton V-Belt Survey Experts often can extend the time period between belt changes by 50 per cent—through installing Dayton V-Belts. In this textile plant, for instance, it would be possible to extend the time between changes from 5 to 7½ years. This, in itself, is a worthwhile saving. *But the real pay off comes from the elimination of costly down time through Dayton's Preventive Maintenance Program.*

You too can make BIG savings with Dayton V-Belts and Preventive Maintenance. Call your Dayton Jobber for further details. He's listed under "Belting" in your local telephone directory.

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Dayton Rubber

Since 1905

WORLD'S LARGEST MANUFACTURER OF V-BELTS

